

**JSS COLLEGE FOR WOMEN**  
(AUTONOMOUS)  
SARASWATIPURAM, MYSORE-570009

**POST GRADUATE DEPARTMENT OF  
COMMERCE**

**SYLLABUS**

**SCHEME OF INSTRUCTIONS AND EXAMINATION**

**2018 - 19**

**M.COM PROGRAMME STRUCTURE AND SYLLABUS**

**M.COM PROGRAMME STRUCTURE AND SYLLABUS**  
**BATCH 2018-19**  
**MINIMUM CREDITS REQUIRED FOR M.COM DEGREE**

I to IV Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Number	Credits	Number	Credits	Number	Credits	Number	Credits
Total	13	52	5	20	1	4	19	76

**Semester wise requirements of course and credits**

Semester	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Number	Credits	Number	Credits	Number	Credits	Number	Credits
I	04	16	01	04	-	-	05	20
II	04	16	01	04	-	-	05	20
III	03	12	01	04	01	04	05	20
IV	02	08	02	08	-	-	04	16
Total	13	52	05	20	01	04	19	76

**First Semester M.Com**

Sl. No.	Title of the course	Hard core/ Soft core/ Open elective	Number of Credits			
			L	T	P	TOTAL
HC01	Accounting Theory and Practices	HC	3	1	0	4
HC02	Advanced Financial Management	HC	3	1	0	4
HC03	Advanced Marketing Management	HC	3	1	0	4
HC04	Organizational Behaviour	HC	3	1	0	4
SC01	Statistics for Business Decisions	SC	3	1	0	4
SC02	Business Communication	SC	3	1	0	4

Note: Students can register for any one of the above soft cores.

## Second Semester M.Com

Sl. No.	Title of the course	Hard core/ Soft core/ Open elective	Number of Credits			
			L	T	P	TOTAL
HC05	Capital Market Instrument	HC	3	1	0	4
HC06	Advanced HRM	HC	3	1	0	4
HC07	Operations Research	HC	3	1	0	4
HC08	Marginal Costing and Decision Making	SC	3	1	0	4
SC03	Micro Finance	SC	3	1	0	4
SC04	Enterprise Resource Planning (ERP)	SC	3	1	0	4

**Note:** Students can register for any two of the above soft cores.

## Third Semester M.Com

Sl. No.	Title of the course	Hard core/ Soft core/ Open elective	Number of Credits			
			L	T	P	TOTAL
HC09	Business Research Methods	HC	3	1	0	4
HC10	International Business	HC	3	1	0	4
HC11	Security Analysis and Portfolio Management	HC	3	1	0	4
SC05	Elective: Paper- 1	SC	3	1	0	4
OE	Retail Banking/ Personal Financial Management/Financial Accounting/Management Of Non-Profit Organization/Business Management.	OE	3	1	0	4

### Note

1. Students can register for any one of the elective groups as soft core (first paper in the group)
2. Non-commerce students can register any one of the open-electives.

#### Fourth Semester M.Com

Sl. No.	Title of the course	Hard core/ Soft core/ Open elective	Number of Credits			
			L	T	P	TOTAL
HC12	International Accounting	HC	3	1	0	4
HC13	Strategic Management.	HC	3	1	0	4
SC06	Legal Aspects of Business	SC	3	1	0	4
SC07	OR Major Project Work	SC	0	1	3	4
SC08	Elective: paper 2	SC	3	1	0	4

**Note: 1.** Major project work is a soft core course. The students can register for the Project work or for Advanced Cost Accounting or Supply Chain Management, All carrying four credits each.

**Note: 2.** Guiding 4 students for Major Project work is considered to be equal to 01 hour of class room teaching

**Note: 3.** Students must register for 2nd paper in the elective group selected by them in the III semester as soft core.

## Elective Groups

Any one group from the available electives shall be selected by a student at the commencement of the III Semester. Once a group has been selected, no change in the selected group will be allowed later. While the first paper of the selected group will be taught in Semester III, second paper of the selected group will be taught in Semester IV as Soft Core Courses. The Department will announce in the beginning of the third semester, any one or more elective groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for electives.

<b>Group A: Business Taxation</b> <ol style="list-style-type: none"> <li>1. Corporate Tax Law and Planning</li> <li>2. GST and Custom Duty</li> </ol>	<b>Group B: Human Resource Management</b> <ol style="list-style-type: none"> <li>1. Strategic Human Resource Management</li> <li>2. International Human Resource Management</li> </ol>
<b>Group C: Marketing.</b> <ol style="list-style-type: none"> <li>1. Marketing Services</li> <li>2. International Marketing</li> </ol>	<b>Group D : Banking</b> <ol style="list-style-type: none"> <li>1. Banking financial services management</li> <li>2. Banking Technology</li> </ol>
<b>Group E: Insurance</b> <ol style="list-style-type: none"> <li>1. Management Of Life Insurance</li> <li>2. Management of Non Life Insurance</li> </ol>	<b>Group F: Financial Accounting</b> <ol style="list-style-type: none"> <li>1. Accounting For Specialized Institution</li> <li>2. International Financial Reporting Standards (IFRS)</li> </ol>
<b>Group G: Financial Management</b> <ol style="list-style-type: none"> <li>1. International Financial Management</li> <li>2. Strategic Financial Management</li> </ol>	<b>Group H: Cost Management</b> <ol style="list-style-type: none"> <li>1. Strategic Cost Management-1</li> <li>2. Strategic Cost Management-2</li> </ol>

**FIRST SEMESTER**  
**HARD CORE**  
**HC 01: ACCOUNTING THEORY AND PRACTICE**

1. **Course Objectives:** The goal of this course is to provide the knowledge of accounting theory based on conceptual framework of accounting theory and also the critical thinking skills necessary to analyze and interpret accounting related transactions in accordance with accounting theory and the financial reports generated by the accounting system.
2. **Pedagogy:** Course activities consist of lectures, case study analysis, solving problems, group discussions, seminar presentation, assignment writing and tests. Reading and analysis of annual reports of companies will be integral part of instruction.

3. **Course contents:**

**Module 1: The Meaning of Accounting Theory:** The Meaning of Theory and Accounting Theory; Relationship with Accounting Research and Practice. Types of Accounting Theories – Syntactical, Semantically and Behavioral Theories, Approaches to Formulation Accounting Theory.

**Module 2: The Conceptual Framework of Accounting:** The IASB Framework for the preparation and presentation of financial statements. Users of Accounting Information and their Information needs, Objectives of Financial Statements, Underlying Concepts and Assumptions; Qualitative Characteristics of Financial Statements; Constraints on Relevant and Reliable Information – Timeliness, Balance between Benefit and Cost, Balance between Qualitative Characteristics, True and Fair View. The Elements of Financial Statements.

**Module 3: Recognition, Measurement and disclosure of elements of income statements and balance sheet:** Revenue, Expenses, Gains and Losses, Assets, Liabilities, Owner's equity.

**Module 4: Accounting for Amalgamation AS-14:** Meaning and types – Amalgamation in the nature of Merger and in the nature of Purchase. Accounting for Amalgamation: Pooling of Interest method and Purchase method – problems.

**References:**

1. Anthony R.N., D.F. Hawkins and K.A Merchant, Accounting: Text and cases, McGraw Hill, 1999.
2. Richard G, Schroeder, Myrle W. Clark and Jack M. Cathey: Financial Accounting Theory and Analysis: Text reading and cases, John Wiley and Sons, 2005.
3. Ahmed Riahi Belkaoui, Accounting theory, Quorum Books, 2000.
4. Jawahar Lal, Accounting theory and practice. Himalaya Publishing House, 2008.
5. L.S. Porwal, Accounting Theory, TMH, 2000.
6. Thomas R. Dyckman, Charles J Davis, Roland E Dukes, Intermediate Accounting, Irwin McGraw – Hill.
7. Eldon S Hendricksen, Accounting Theory.
8. [www.iasb.org](http://www.iasb.org)
9. [www.icai.org](http://www.icai.org)
10. [www.dca.gov.in](http://www.dca.gov.in)

**FIRST SEMESTER  
HARD CORE  
HC 02: ADVANCED FINANCIAL MANAGEMENT**

**1. Course Objectives:** To equip students with necessary skills to evaluate capital projects with a focus on advanced Capital budgeting techniques like MIRR (Modified IRR) and selection of projects under conditions of risk and uncertainty. To enable students analyze the leverage and dividend decisions based on theoretical framework.

**2. Pedagogy:** Students to work out detailed case studies involving the application of various criteria for project selection including risk analysis of capital projects. Analysis of leverage and dividend policies should be based on a sample of leading corporate organizations such as SENSEX companies, followed by seminar presentations and group discussions.

**3. Course Content**

**MODULE-1**

Introduction- Meaning, scope and functions of Financial Management. Corporate Objectives- Profit Maximization and wealth Maximization, Their Social implication. Concept of cash flow and Time value of Money

**MODULE -2**

Capital Budgeting Decision- Importance- challenges- NCF estimation DCF Techniques- NPV vs IRR- Multiple IRR problem- Modified IRR (MIRR)- Capital Rationing.

**MODULE -3**

Risk Analysis in Capital Budgeting – Approaches to risk absorption- expected net present value (ENPV)- Pay back methods- Risk- Adjusted Discount rate- use of normal distributions – sensitivity analysis- Measurement of project risk- risk analysis of project portfolios.

**MODULE – 4**

Capital structures decision- Traditional view – MM's Theory- Factors impacting leverage decision. Cost of capital- Cost of equity- cost of preferred capital – cost of debt – cost of retained earnings- WACC- Marginal cost of capital.

References:

1. Capital Budgeting: Dr. G. Kotreshwar, Chandana Publications(2014), Mysore.
2. Financial Management: Pandey, I.M, Vikas Publishing House, New Delhi.
3. Financial Management: Khan M.Y. and Jain P.K, Tata McGraw Hill, New Delhi.
4. Financial Management: Chandra, Prasanna; TMH, New Delhi.
5. Financial management and Policy: Van Horn; Prentice Hall of India.
6. Fundamentals of Financial Management: Brigham & Houston, Thomson Learning, Bombay.
7. Principles of Corporate Finance: Richard Brealey and Stewart Myers, Tata McGraw Hill, 2000.
8. Financial Management and Policy: Text and Cases: V K Bhalla, Annual Publishers, 2002.

**FIRST SEMESTER  
HARD CORE  
HC03: ADVANCED MARKETING MANAGEMENT**

**1. Course Objectives:**

- To understand the changing business environment
- To identify the indicators of management thoughts and practices
- To understand fundamental premise underlying market driven strategies

**2. Pedagogy:**

The subject matter will be presented through lecture, class discussion, student presentation, guest lectures and laboratory experiences.

**3. Course Content**

**Module -1**

**Marketing Concepts and Tools:** Meaning, Definition of Marketing and Marketing. Management, Core Marketing Concepts, Marketing Concepts and Consumer value, Marketing Myopia and Marketing Environment

**Module-2**

**Marketing Mix Decision: Product-** Product planning and development- product Life Cycle- New product Development and Management- Market segmentation- Target Marketing and Positioning of Products- Channel Management- Advertising and Sales Promotion- Pricing Objectives, Policies and Pricing Strategies.

**Module-3**

**Green Marketing:** Need for Green Marketing, Green Marketing Strategies, Principles of Green Marketing, Golden Rules of Green Marketing, Green Marketing Mix And Challenges in Green Marketing.

**Module-4**

**Marketing research and trends in marketing:** Marketing Information System- Research process- concept and Applications: Product – Retail Research- customer Driven Organization- Ethics in Marketing- Online Marketing Trends.

References:

1. Marketing Management: Philip Kotler and Kevin Lane Keller, PHI 14th Edition, 2012
2. Marketing management-Text and Cases: KS Chandrasekhar, Tata McGrawHill-Vijaynicole, First edition, 2010.
3. Marketing: Paul Baines, Chris Fill and Kelly Page, Oxford University Press, 2nd Edition, 2011.
4. Marketing – An Innovative approach to learning and teaching- A south Asian perspective: Lamb, hair, Sharma, Mc Daniel, Cengage Learning — 2012

**FIRST SEMESTER  
HARD CORE  
HC04: ORGANIZATIONAL BEHAVIOUR**

**1. Course Objectives:** The objective of this course is to provide the student the knowledge about organizations, their constitution and the behaviour of people in organizations.

**2. Pedagogy:** Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

**3. Course Content**

**Module-01: ORGANIZATION BEHAVIOUR**

Meaning and definition, nature, fundamental concepts, scope of OB, challenges and opportunities for OB, contributing disciplines to the field of OB and the OB models.

**Module-02: INDIVIDUAL BEHAVIOUR**

Meaning, causes of human behaviour. Personality: meaning and definition, determination of personality traits. Perception: meaning and definition for perpetual process, factors influencing perception. The link between perception and individual decision making. Learning: meaning and theories. Attitude: meaning, source of attitudes. Values: meaning, types of values.

**Module-03: GROUP BEHAVIOUR**

Meaning, determinants of group behaviour, group process, group tasks, and types of groups- formal and informal, group norms, group cohesiveness, leadership, styles of leadership: and decision making in group.

**Module-04: ORGANIZATIONAL CHANGES AND DEVELOPMENT**

Concept and determinants of organization culture, organization development – concept and intervention techniques, individual and organization factor to stress, consequences of stress of individual and organization and management of stress.

**References:**

1. Organisational Behaviour: Concept, Theory and Practice-Nirmal Singh
2. Organisational Behaviour - Fred Luthans
3. Organisation Theory and Behaviour - V S P Rao and PS Narayana
4. Organisational Behaviour - Niraj Kumar
5. Organisational Behaviour – K. Aswathappa
6. Management of organisational change –Harigopal

**FIRST SEMESTER**  
**SOFT CORE**  
**SC01: STATISTICS FOR BUSINESS DECISIONS**

**1. Course Objectives:**

The aim of this course is to enable a student to have knowledge about application of probability theory and sampling in different areas of commerce, time series analysis and application of multiple correlation and regression analysis.

**2. Pedagogy:**

Class room teaching of basic statistical models shall be followed by solving problems involving business applications. Assigned problems are to be worked on an individual basis, followed by group discussion of case problems.

**3. Course Contents:**

**Module 1: Probability Theory and Theoretical Distributions:** Meaning, terminology, types and rules. Random variables and use of expected value in decision making. Binomial, Poisson and Normal probability distributions- their characteristics and applications in business decisions.

**Module 2: Sampling:** Meaning of sample and population. Probability and non-probability methods of sampling. Use of random digits to choose random samples. Sampling from normal and non normal populations. The Central limit theorem. Use of sampling in business decisions, Testing of hypothesis

**Module 3: Time Series Analysis :** Variations in time series. Cyclical, seasonal and irregular variations. Trend analysis. Application of time series analysis in forecasting.

**Module 4: Multivariate Analysis:** Partial Correlation, Multiple Correlation and Regression correlation analysis. Analysis of Variance. Application of multivariate analysis in business decisions.

**References:**

1. Statistics for Business and Economics: Wonnacott and Wonnacott Wiley Publications
2. Econometrics: Wonnacott and Wonnacott Wiley Publications
3. Statistics: Sanchetti and Kapoor
4. Statistical Analysis for Decision Making: Morris Hamber

**FIRST SEMESTER**  
**SOFT CORE**  
**SC02: BUSINESS COMMUNICATION**

**1. Course Objective**

This course intends to develop good communication skills in students for their future jobs and Endeavors in the corporate word so that they can gain a cutting edge over their other counterparts within the country and across the globe.

**2. Pedagogy:** Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

**3. Course Contents:**

**MODULE-I : INTRODUCTION:** Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

**MODULE II : EMPLOYMENT COMMUNICATION:** Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

**ORAL COMMUNICATION:** What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

**MODULE III : WRITTEN COMMUNICATION:** Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

**BUSINESS LETTERS AND REPORTS:** Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

**MODULE IV : GROUP COMMUNICATION-** Meetings: need, importance & planning of Meetings, drafting of notice, Agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

**PRESENTATION SKILLS:** What is a presentation: elements of presentation, designing a presentation Advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

**RECOMMENDED BOOKS:**

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
4. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
5. P.D. Chaturvedi – Busines Communication (Pearson Education, 3st Edition 2006).
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
7. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).

**SECOND SEMESTER**  
**HARD CORE**  
**HC 05: CAPITAL MARKET INSTRUMENTS**

**1. Course Objectives:**

The course intended to equip students in opportunity to understand:

1. Comprehend the role of capital markets.
2. Evaluate the various Capital markets instruments like stocks, Bonds, etc....
3. Understand the basics of new instruments like ETFs, and derivatives.

**2. Pedagogy:**

Teaching method comprises of lecture sessions, and tutorials. Lecture session focus on providing conceptual understanding and analytical settings for select aspects of the course contents.

**3. Course contents:**

**Module 01:** Capital markets: In overview of financial markets, origin, nature and role of Capital markets – Globalization of capital markets – Capital markets in India. Capital Market Instruments: Stocks, Bonds, Debentures, ADRs, GDRs, ETFs, and units of Mutual Funds.

**Module -02:** Financial services: Concept of financial services, features and scope of financial services in India. Securitization of debts – Definition, securitization and factoring, benefits, securitization in India, Current Guidelines on securitization, future prospects.

**Module 03:** Derivatives – Basic features – Role of Derivative Markets – Forwards and Futures – Commodity futures: Stock futures and Index futures.

**Module 04:** Options and Swaps: Stock options and Index options – Swaps – Currency Swaps and Interest rate swaps.

**References:**

1. Financial institutions and markets –by Bhole.(TMH)
2. Financial markets – By M.Y. Khan( vivek )
3. Financial derivatives: Dr.G. Kotreshwar.
4. Financial derivatives – Parashuraman
5. Financial services – By M.Y.Khan (wiley India)
6. Emerging scenario of financial services - Gorden and Natarajan.
7. Derivatives and Financial Innovations: Manish Bansal and Navneet Banshal (Mc Grew Hill).
8. Financial derivatives, concepts and problems: Gupta S.L (Prendise and Hall )
9. Fundamentals of Financial Derivatives (Wiley India) – Parushuraman N.R
10. Derivatives and Risk Management. (Pearson ) -Sundaram Janaki Raman.

**SECOND SEMESTER  
HARD CORE  
HC06: ADVANCED HUMAN RESOURCE MANAGEMENT**

**1. Course Objectives:** The course is envisaged to provide the student the knowledge related to management of human resources in business enterprises. This course familiarizes the student with various facets of human resources and their management.

**2. Pedagogy:** Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

**3. Course Contents:**

**MODULE -1**

The Strategic Role of HRM: Evolution and Growth- objectives and functions, HR Department: Structure, Changing Role, Outputs and Competencies of HR Practitioners- Globalization and Future of SHRM in Dynamic Environment- High Performance work Systems (HPWS)

**MODULE -2**

Staffing The Organization: Introduction- HR planning- job Analysis- Competency- Based job Analysis-Recruitment- Sources and Methods- Selection Process, Placement, Induction, Internal Mobility and Separations- recent Trends.

**MODULE -3**

Developing Effectiveness in HR: Career Management- Training Vs Development, Types of Training, and Executive Development- Methods of management development- Succession planning- Knowledge Management- concepts and process- recent Trends.

**MODULE – 4**

Evaluating performance and Managing Compensation: Performance Appraisal- Methods of Performance Appraisal-Potential Appraisal- strategic Compensation planning- Incentives and employee Benefits- Incentive pay plans- Individual, Group and organization- Wide Incentives- Recent trends on Executive Compensation.

**References:**

1. Ashwathappa: Human Resource Management (Tata McGraw Hill Publishing Company)
2. Subbarao: Personnel and Human Resource Management
3. International HRM: S C Gupta, Publisher-Mac Millan.
4. International Human Resource Management: Chris Rees and Tony Edwards-Pearson Publications.
5. Edwin Phillip: Personnel Management
6. Bannerjee: Management of Human Resources

**SECOND SEMESTER  
HARD CORE  
HC: 07 -OPERATIONS RESEARCH**

**1. Course Objectives:** The objective of the course is to acquaint the students with the use of quantitative models in Decision making.

**2. Pedagogy:** The lecture sessions focus on providing conceptual understanding and solving problems of the Course content. Students would make presentations and interact with both the faculty and the other Students during tutorial sessions.

**4. Course Contents:**

**Module 1:**

Introduction to Operations Research: Origin and definitions of operations Research. Characteristics of Operations Research- approach. Models and modeling in Operations Research. Applications of Operations Research in solving business problems.

**Module-2:**

Linear Programming: Meaning and mathematical formulation of linear programming Problems and their solution using graphic and simplex methods. Problems and Case Study Analysis

**Module-3**

Network Analysis- Introduction- Network construction, Determination of Critical Path and duration, total and free floats. PERT – Estimation for project, duration, variance, probability of project completion within due date. CPM- crashing of network, minimum cost project schedule.

**MODULE-4**

Decision Theory- Quantitative approach to management decision making- Decision under conditions of certainty- minimum and maximum criteria- Harwick criteria- Laplace criteria- Expected opportunity Loss criteria. Decision Tree analysis- Bayes Approach

**References:**

1. Operations Research : Frederick S Hillier and Gerald J Lieberman, Tata McGraw- Hill Publishing Company Limited, New Delhi.
2. Operations Research- Theory and Applications : J.K.Sharma, Macmillian India Ltd. New Delhi.1997.
3. Operations Research – Applications and Algorithms: Wayne L. Winston, Thomson Learning, New Delhi.
4. Operations Reserch :Panneeraselvam, Prentice Hall of India, New Delhi.
5. Practical Problems in Operations Research: Chawla, Gupta and Sharma, Kalyani Publisers. New Delhi.
6. Principles of Operations Research with applications to Managerial Decisions :Harvey M.Wagner,Prentice Hall of India.

**SECOND SEMESTER**  
**HARD CORE**  
**HC 08: MARGINAL COSTING AND DECISION MAKING**

**1. Course Objectives:**

The course in marginal costing and decisional making is aimed at equipping the students with the knowledge and skill relating to marginal costing as a tool for evaluating a wide range of marginal decisions involving make or buy, pricing, export offers, temporary short-term of operations, discontinuance of a product line, etc..

**2. Pedagogy:**

Course activities consist of lecture, group discussion, seminar presentations, assignments, writing and tests. Solving problems and evaluating decisions involve in the financial and cost data of selected firms will be integral parts of Instructions.

**3. Course contents:**

**Module 01:** Introduction: Meaning and definition of marginal cost and marginal costing – classification of cost on the basis of behavior, absorption costing – meaning, difference between marginal costing and absorption costing – advantages and limitations of marginal costing. Income statements under absorption costing and marginal costing – problems.

**Module 02:** Contribution: Meaning – Users, cost volume profit (CVP) – break even point – break even chart: margin of safety, angle of Indices, Basic assumptions of break even analysis – limitations of CVP analysis – problems.

**Module 03:** Profit volume ratio: meaning – ascertainment of P/V ratio – uses of P/V ratio - ascertainment of BEP, value of sales to earn a desired profit, variable cost, fixed cost, profit, margin of safety and contribution - problems.

**Module 04:** Marginal costing and marginal decisions – meaning of decision making, differential analysis, types of choices decisions, profit planning, pricing decision, make or buy decision, add or drops products, sell or process further (Joint and by products), operate of shut downs, special orders, replace or retain decision – problems.

**References:**

1. Accounting for managers: Dr. Jawaharlal (Himalaya publishing House).
2. Accounting for managers: (ICFAI publications).
3. Advanced management accounting – Ravi M Kishore (Taxman's publications)
4. Management accounting: RSM Pillai & Bagavathi – S Chand & Co.
5. Introduction to management accounting- Horngren, Sundem and Stratton Prentice Hall of India Pvt. Ltd, New Delhi – 110001.

**SECOND SEMESTER**  
**SOFT CORE**  
**SC03: MICRO FINANCE**

**Module 1: MICRO FINANCE**

Meaning, concept, Elements, Importance and Brief History - Sustainable Community Banking - Role of Micro Finance - Difference between Micro Finance and Macro Finance.

**Module 2: FINANCIAL INSTITUTION**

Financial Institutions - evolution, objectives, and Functions –NABARD, IFCI, SIDBI, ICICI, SFC, Grameena Banks. Role and functions of commercial banks.

**Module-03: MICRO CREDIT AND RURAL CREDIT**

Micro credit: meaning and definition, features, models, channels - micro finance institutions, evolutions, objectives, functions, pros and cons of micro finance institutions.

Rural credit: meaning and definition, objectives, types of rural credit – short term and long term credits, terms and conditions of finance, repayment conditions – lead banks and rural credit institutional linkages need for readjustment of rural development strategies, need for sustainable rural developments.

**Module-04: SELF-HELP GROUPS**

Meaning of SHG's, pattern of their functions – funding agencies of these SHG's - activities of SHG's – savings, credit, marketing and insurance - role of SHG's in financial and social inclusion – Self help promotions: concepts, elements, stages and significance - structure of SHG's – precautions to be taken while forming the SHG's.

**References:**

1. Aggarwal, K. Pankaj and Sinha, S. K. (2010). Financial Performance of Microfinance Institutions of India-a cross-sectional study. Delhi Business Review, 11(2).
2. Microfinance in India Hardcover – 21 Feb 2008 by K.G. Karmakar (Author)
3. Managing Risk and Creating Value with Microfinance, Author: Mike Goldberg, Eric Palladini Publish Date: August 2010
4. The Economics of Microfinance, Author: Jonathan Morduch, Beatriz Armendariz Publish Date: May 2010
5. Microfinance Handbook: An Institutional and Financial Perspective, Author: Joanna Ledgerwood Publish Date: October 1998
6. Banking, Micro Finance and Self-help Groups (SHGs) in India, Author: A. Vijayakumar (Editor) Publish Date: July 2009

**SECOND SEMESTER**  
**SOFT CORE**  
**SC 04 : ENTERPRISE RESOURCE PLANNING (ERP)**

**1. Course Objectives:**

- To understand the business process of an enterprise
- To grasp the activities of ERP project management cycle
- To understand the emerging trends in ERP developments

**2. Pedagogy:** Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

**3. Course Contents:**

**MODULE -1**

Introduction to ERP: ERP vs. MRP, Evolution- growth- benefits and Limitation of ERP- phases of ERP- Sales, Marketing, and distribution manufacturing – Finance- Personnel- Purchase and Inventory- Planning and control

**MODULE -2**

ERP related Techniques, Business Process Reengineering(BRP), MIS- DSS-EIS-Data Warehousing –Data Mining –Online Analytical Processing, Supply- chain management CAD/CAM- Materials Requirement Planning, Bills of Materials, Manufacturing Resource planning , Distribution Requirement planning, JIT and kanban- Make to order- Make to stock- Assemble to order , Engineer to – order.

**MODULE -3**

ERP Models –Finance- Plant and Maintenance- Quality Management- Materials Managements- Benefits of ERP.

**MODULE -4**

ERP implementation life cycle- Pre evaluation screening, package evaluation- Project Planning phase- GAP Analysis- Reengineering , Configuration- Team Training- Testing and Going Live

**REFERENCES**

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
6. Summer, ERP, Pearson Education, 2008

**THIRD SEMESTER**  
**HARD CORE**  
**HC 09: BUSINESS RESEARCH METHODS**

**1. Course objectives:**

The course is envisaged to provide the students the knowledge and skill related to conduct of research related to business. This basic course familiarizes the student with the technicalities of executing a research assignment, in particular the applied research domain.

**2. Pedagogy:**

The lecture session focus on providing conceptual understanding and analytical setting for select aspects of course contents. This session focus on student involved and student driven content study. Identified groups of students make presentations and interact with both the faculty and other students. The aspects reinforced through lecture and tutorial is taken up for practical study. Here the student would undertake field exercises related to different aspects of the course content.

**3. Course content:**

**Module 01:** Introduction: objectives and role of business research – features of business research, types of research, and ethical issues in business research.

**Module 02:** Research process: developing a research proposal – exploratory research and qualitative analysis: sources of data – methods of data collections, techniques of communicating with respondents.

**Module 03:** Managing research assignment: questionnaire design – sampling and field work techniques, measurement and scaling concepts – attitude measurement.

**Module 04:** Analysis and Presentation: Application of univariate, Bivariate and multivariate methods of statistical analysis – methods of business research report writing – language – referencing – bibliography.

**References:**

1. Business research methods: William G. Zikmund, (The Dryden Press)
2. Research for Development – a Practical Guide, Sophie Laws(Vistaar Publications)
3. Methodology of Research in Social Science: R. Krishnaswamy & M. Ranganathan (Himalaya Publications)
4. Methodology in Social Research: Partha Nath Mukherjee, (Sage publications)
5. Business research methodology: J.K Sachdeva, (Himalaya publications)

**THIRD SEMESTER**  
**HARD CORE**  
**HC 10: INTERNATIONAL BUSINESS**

**1. Course Objectives:**

This specialization course on International business is designed to equip the student with policy and practice skills related to international business. Upon completing this course the student will be able to understand the intricacies of running business of the political territories. C/E would also get an insight into the policy environment in India regarding the International business.

**2. Pedagogy:**

The course would be taught under LTP method. The lecture sessions are designed to be interactive with the students expected to come prepared with basic reading suggested before every session. The tutorial sessions are basically group exercises with each designed group handling a prescribed module for presentation and interaction, in a three way interactive process. It basically involves preparing field reports and presenting them for plenary discussions.

**3. Course contents:**

**Module 01: Introduction:** International business and marketing – trends in international trade – reasons for going international, global sourcing and production sharing – international orientation – internalization stages – growing economic power of developing countries – international business decisions.

**Module 02: International business environment:** Trading environment – commodity agreement – cartel – state trading – trading blocks and growing intra regional trade – other regional trade – groupings- SAARC GATT/WTO and trade liberalization - the Uruguay round – evaluation – UNCTAD.

**Module 03: Multinational corporations:** Definitions – organizational structures – dominances of MNC's – recent trends – code of conduct – multinationals in India.

**Module 04: India in the Global setting:** India an emerging market - India in the global trade – liberalization and integration with global economy – obstacles in globalization – factors favoring globalization, globalization strategies. Trade policy and regulations in India. Trade strategies – trade strategy of India, export import policy- regulation and promotion of foreign trade in India.

**References:**

1. Chadha G.K : WTO and Indian economy
2. G. S Batra and R. C Dangwal : International business (New trends)
3. Jean Pierre & H. David Hennessey : Global marketing strategies

**THIRD SEMESTER  
HARD CORE  
HC: 11- SECURITY ANALYSIS AND PORFOLIO MANAGEMENT**

**1. COURSE OBJECTIVES:**

Enables student to

- Understand the nuances of stock market operations
- Understand the techniques involved in deciding upon purchase or sale of securities

**2. Pedagogy:** Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

**3. Course Contents:**

**MODULE 1 :** Introduction to securities: Indian market – overview, players, participants and stock exchanges, investment – meaning, definition, Investment vs speculation, Investment process, Investment categories, characteristics of investors, objectives of investors, types of investors, Hedging , Innovative financial instruments.

**MODULE- 2 :** Fundamental analysis- EIC analysis- economic analysis' tools for economic analysis, industrial analysis, standard industrial classification, tools for industry analysis , quantitative industry analysis, company analysis, tools for company analysis.

**MODULE- 3:** Portfolio management- Meaning, Definition, Portfolio Analysis, Importance of portfolio , portfolio objective, Portfolio management process, selection of securities

**MODULE-4:** Portfolio Theory- Portfolio construction – Diagnostics Management- Performance evaluation- Portfolio revision – Mutual funds- Investor life cycle, personal investment, personal finance, portfolio management of funds in banks, insurance companies, pension funds.

**REFERENCES**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.
6. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
7. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011

**THIRD SEMESTER**  
**ELECTIVE01: BUSINESS TAXATION**  
**PAPER01: CORPORATE TAX LAW AND PRACTICES.**

- 1. Course Objectives:** The objective of the course is to provide an in depth knowledge on taxation of corporate entities including dividend distribution tax, MAT, preparation and filling of returns under digital signature.
- 2. Pedagogy:**
  - a. Modes of payment of taxes- advance tax, self assessment tax ITR-6, filling and filing TDS, TCS, and Regular assessment tax.
  - b. Analysis of the published Financial Statements of Public Limited Companies.
  - c. Study of Important Judgments/ Case laws relating to the topic.
  - d. E-filing demonstration of E-TDS returns Forms 24Qand 26Q.
- 3. Course content:**

**Module01:**

Introduction: Importance and Objectives of Corporate tax. Definition of Indian Company, Domestic Company, Foreign Company, Widely held Company, Closely held Company, Residential Status of a Company and incidence of tax , Computation of Income and Tax – Minimum Alternative Tax .

**Module 02:**

Special Provision: like 80 HHC, 80 IA, 80 IB, 10 A. Merger and Demergers, Conversion of Partnership / Private Limited to LLP and vice versa.

**Module 03:**

Tax planning: Tax avoidance and tax evasion. Tax planning with all heads of income pertaining to Companies, corporate dividend. Corporate dividend policy and bonus shares.

**Module 04 :**

Procedure for assessment : Tax return, refunds, rectification, appeals and revision. Deduction of Tax at sources, remittances procedure, implications of delay in payment and filing returns.

**Reference Books:**

1. Direct Taxes : Agarwal PK “ Tax Planning for Companies ” ( Hind Law Publications )
2. Corporate tax Planning and Management : Lokhotia ( Vision Publishers )
3. Corporate tax Planning and Management : Dr. H.C Mehrotra and Dr. S.P Goyal ( Sahitya Bhawan Publications )
4. Corporate Tax Planning : Dr. Singhnia.

**THIRD SEMESTER**  
**ELECTIVE 02: HUMAN RESOURCE MANAGEMENT**  
**PAPER01: STRATEGIC HUMAN RESOURCE MANAGEMENT**

1. **Course Objective:** The Course is envisaged to provide knowledge to the students related to Management of Human Resources in Business enterprises. This course familiarizes the students with various facts of human resources and their management.
2. **Pedagogy:** Teaching methods comprises of lecture session and tutorials. Lecture session focus on providing conceptual understanding and analytical setting for select aspects of the course content.

3. **Course content:**

**Module 01:** Introduction- Concept-Personnel/Human Resources Function in India- Emergence of HRM- Distinctive feature of HRM- Ensuring underpinning of HRM to business strategy: In practice objective of HRM- Corporate Strategy and Strategic HRM- Concept- The origin- Strategic Human Resource Management- Aligning HR to Corporate Strategy- HRM in Practice.

**Module 02:** Industrial Relation Perspective- The concept- Scope of Industrial relations- Objectives of industrial relations changing values and their impact- Industrial conflict- Trade unionism- Reforms in labor legislations- Employee participation in organization- Reforms in Labor legislations Employees participation in organization- Collective bargaining- Grievance procedure.

**Module03:** Trends in HRM-Strategic approach, HR Role as a catalyst-Scope and nature of HRM- Human Resource Outsourcing- Planning Retirement- Trends in 21<sup>st</sup> century in wages/Salary schemes.

**Module 04:** Human Resource Management in Other Countries-A Competitive analysis HRM in Japan- HRM in the USA- International Human Resource Management-An analysis-HRM in Single European Market- HRM in Eastern Europe.

**References:**

1. Strategic Human Resource Management- Text and Cases-- K .Prasad(Mc Millan)
2. Human Resources Management- Gary Desler, (Pearson Education)
3. Human Resources Management- Raymond Noe.

**THIRD SEMISTER**  
**ELECTIVE 03: MARKETING**  
**PAPER01: MARKETING SERVICES**

**1. COURSE OBJECTIVE:** To understand the meaning of services and the significance of marketing the services.

**2. Pedagogy:**

The subject matter will be presented through lecture, class discussion, student presentation, guest lectures and laboratory experiences.

**3. Course Contents:**

**Module 01:**

Marketing Services: Concepts and issues – definition of services – differences between goods marketing and service marketing – nature and characteristics of services – the seven P's of services-marketing strategies of service firms.

**Module 02:**

The features of service marketing: Ethics in service marketing – challenges in service marketing – growth of service markets – consumer services – industrial services – marketing mix for service marketing.

**Module 03:**

Marketing of financial services: Branding and advertising of financial services – need and importance of financial marketing - marketing mix for financial organization – financial advertising - financial advertising in India – financial marketing market growth strategies.

**Module 04:**

Marketing of educational services including professional education: Service characteristics and their implication of education – marketing strategies – marketing mix for educational service- strategies for marketing, recent trends in service marketing in the national and international context.

**REFERENCES**

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.
3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
5. Gronroos, Service Management and Marketing –Wiley India.

**THIRD SEMISTER**  
**ELECTIVE 04: BANKING**  
**PAPER01: BANKING FINANCIAL SERVICES MANAGEMENT**

**1. COURSE OBJECTIVES:**

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.

**2. Pedagogy:** Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

**3. Course Contents:**

**Module-I OVERVIEW OF INDIAN BANKING SYSTEM**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

**Module-II SOURCES AND APPLICATION OF BANK FUNDS**

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending– Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

**Module-III CREDIT MONITORING AND RISK MANAGEMENT**

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

**Module-IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION**

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

**REFERENCES**

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2
3. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012

**THIRD SEMESTER**  
**ELECTIVE 05: INSURANCE MANAGEMENT**  
**PAPER01: MANAGEMENT OF LIFE INSURANCE**

**1. Objective:**

To enable the students to understand various dimensions of life insurance and the IRDA regulations regarding management of life insurance.

**2. Pedagogy:**

A combination of Lectures, Problem Solving, Case Analysis, Group Discussion, Seminars, Assignments, etc.

**3. Course Content:**

**Module -01:Principles of Life Insurance:** Life Insurance in ancient India, Regulation of Life Insurance, Concept of Growth of Actuarial Science, Life Insurance needs at various stages, Benefits of Life Insurance: Essential Elements of Insurance Contract- Utmost Good faith, Insurable Interest, Representation, Warranty, Indemnity and Contribution.

**Module 02:Annuities and Pensions:** Meaning of Annuities and Pensions, Need for an Annuity, Different types, Obligation of the Insurer regarding the payment of Annuity: Different schemes available in India, Present status and Future prospects of pension funds in India.

**Module 03:Risk Assessment and Underwriting:** Concept of Underwriting, Different classes of Lives and the standard for classification of Risks, Need for Selection, Purpose of Selection, Important factors to asses the Insurability of Individual, Sources of Information for Underwriting, Classification of Underwriting process and Measures to be considered for the sub standing lives

**Module04:Policy conditions and Privilege:** Days of Grace, Revival of Lapsed policies, Paid up values, Surrender Value, Non-forfeiture Regulation and Nomination and Assignment.

**Reference (recent editions)**

- 1.M. N Mishra and S B Mishra, Principle and Practice of Insurance, S. Chand and Co
- 2.Mishra K. C, Practice of Life Insurance, Cengage learning
- 3.Mishra K. C, Life Insurance Underwriting, Cengage Learning
- 4.T. S Mann, Law and Practice of Life Insurance in India, Deep and Deep
- 5.G. Krishna Swamy, Principle and Practice of Life Insurance, Excel Books
- 6.Swaroop C. Sahoo and Suresh C Das, Insurance Management, Himalaya Publishing House
- 7.Chris Paine, Reinsurance, Ane Books Pvt. Ltd
- 8.Dr. S. V Joga Rao, Principle of Insurance Law, Wadhwa and Co
- 9.Badla B. S, Insurance Fundamentals, Deep and Deep Publication
- 10.Jawahar Lal U, Insurance Industry, ICFAI Press
- 11.Tripathy and Paul, Insurance Theory and Practice, PHI
- 12.Harrington and Neihaus, Risk Management and Insurance, TMH

**THIRD SEMESTER**  
**ELECTIVE 06: FINANCIAL ACCOUNTING**  
**PAPER01: ACCOUNTING FOR SPECIALIZED INSTITUTION**

**1. Course objectives:**

The objective of this paper is to help students to acquire conceptual knowledge of financial accounting and to impart Skills for recording various kind of business.

**2. Pedagogy:**

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests. Reading and analysis of annual reports of companies is the integral part of instruction.

**3. Course Content:**

**Module: 1** Accounting treatment and Disclosures, Consolidation of Accounts-Balance sheet and Profit and Loss account-Treatment of Dividends, Reevaluation of Assets- Intercompany Owings.

**Module: 2** Legal Provisions as per Banking Regulation Act, Narasimhan Committee recommendations and NPA Treatment, Classification of Banking Companies Assets, Capital adequacy ratio and preparation of Financial Statements.

**Module03:** Legal Provisions as per Insurance Act1930, LIC Act 1956 and GIC Act, revenue accounts and final accounts of life and non life insurance companies, IRDA Act and provisions relating to final accounts

**Module04:** Accounting for Government Grants AS12-Accounting for Hotels- Accounting for Educational Institutions Voyage Accounts- Accounting Package and Containers- Accounting for Investments AS13

**References:**

1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
2. Financial accounting: By Jane Reimers (Pearson Education)
3. Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)

**THIRD SEMESTER**  
**ELECTIVE 07: FINANCIAL MANAGEMENT**  
**PAPER01: INTERNATIONAL FINANCIAL MANAGEMENT**

**Course Objective**

- To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company.
- To familiarize students with unique economic factors that challenges a financial manager in the international context.

**Pedagogy:**

The lecture sessions focus on providing conceptual understanding and analytical setting for select Aspects of the course content. This session focuses on student involved and student driven content study Identified groups of students make presentations and interact with both the faculty and the other students. The aspects reinforced through lecture and tutorial is taken up for practical study. Here the students would undertake field exercises related to different aspects of the course content.

**Module\_01:**Environment if International Financial Management: Introduction- Multinational Enterprise and MNC Financial Management-Foreign Exchange Market-Determination of Exchange rates-International Monetary System- Balance of Payments and International Economic Linkages- Parity Conditions.

**Module02:** Financing foreign operations- International financing and International Financing Markets- Special Financing Vehicles- Designing a global financing strategy.

**Module03 :**MNC Investment-Analysis- International Portfolio investment-foreign Direct Investment- Capital budgeting for the MNC- The cost of capital for the foreign investments- Management of political risk-International Tax Planning.

**Module04:** Foreign Exchange Risk Management: Principles of Exposure Management- Working Capital Management- Internal and External Technique.

**REFERENCE BOOKS:**

1. Apte, P.G., "International Financial Management", Tata McGraw Hill Publishing Limited.
2. Vij, Madhu, "International Financial Management", Excel Books.
3. Sharan, Vyuptakesh, "International Financial Management", Prentice Hall of India.
4. H.R.Machiraju – International Financial Management HPH
5. Janikiraman :- International Financial Management – Biztantra
6. Shapiro, A., "Multinational Financial Management", Prentice Hall of India.
7. Madura, Jeff, "International Financial Management", Thomson Publications.
8. David K. Eieteman, etal, Multinational Business Finance, Pearson Education.

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**THIRD SEMESTER**  
**ELECTIVE 08: COST MANAGEMENT**  
**PAPER01: STRATEGIC COST MANAGEMENT-1**

1. **Objective:** To provide students with a conceptual Foundation in Cost Accounting and to develop skills for applying this understanding to business situations in order to make informed decisions.
2. **Pedagogy:** A combination of Lectures, Problem Solving, Case Analysis, Group Discussion, Seminars, Assignments, etc.
3. **Course content:**

**Module 01:** Cost Elements: Cost elements of 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.

**Module 02:** Integration of strategic cost management with performance evaluation, Strategic cost management issues in different elements of cost; Material, labor and overheads; product design, value analysis and value engineering, strategic analysis of cost, business processes engineering, benchmarking.

**Module 03:** 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 A?BC, Characteristics of ABC, benefits from adaptation of ABC system, problems on comparison between traditional system and ABC system.

**Module 04:** 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.

**Books for Reference:**

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.

**THIRD SEMESTER  
OPEN ELECTIVE  
OE 01: FINANCIAL ACCOUNTING**

**1. Course Objectives:**

The aim of this course is to acquire knowledge about accounting, accounting cycle and Preparation of Financial Statements

**2. Pedagogy:**

Method of instruction consists of lectures, case study design and analysis, group discussions, seminar presentation, writing assignments and tests. Reading and analysis of annual reports of various business organizations.

**3. Course Contents:**

**Module 1: Introduction:** Meaning, Need and Objectives of financial accounting. Relationship of Accounting with Economics and Mathematics. Information needs of users. Some special terms used in Accounting. Basic principles, concepts, and conventions of accounting. Steps in Accounting.

**Module 2: Journal and Ledger Book:** Types of Accounts and their Rule as per British system, Analysis of business transactions, recording journal entries in the Journal books, posting journal entries into the Ledger and balancing Ledger Accounts.

**Module 3: Trail balance:** Preparation of Trail Balance, meaning of adjustment, recording adjusting and closing entries.

**Module 4: Final Accounts:** Preparation of Financial Statements- Trading and Profit and Loss Account, Balance Sheet of sole trader.

**References:**

Financial Accounting by Narayana Swamy, Prentice-Hall of India

Accounting: Text and Cases by Robert N. Anthony, McGraw-Hill

Accountancy Vol-1 by B. S. Raman (United Publishers).

**THIRD SEMESTER**  
**OPEN ELECTIVE**  
**OE02: BUSINESS MANAGEMENT**

**COURSE OBJECTIVES**

This course is envisaged to give an introduction to the various departments of management like General Management, financial, Marketing and Human Resource. It gives that a preliminary insight how volumes can be learned at higher stages of learning. This paper comes under open elective scheme meant for students who come from courses other than Master Degree in Commerce.

**PEDAGOGY**

A different technique of management in theory is taught through Lecture, Seminar and Viva and at some time through Group Discussion.

Course Contents:

**Module 1:** Business Management: Meaning- Definition- Features- Objectives- Importance- Levels of Management- Management Functions- Meaning of Planning, Organizing, Directing, Controlling, Coordination Meaning and Features.

**Module 2:** Financial Management- Meaning- Definition- Role and Objectives- Decision Making- Financial Planning- Fixed and working Capital- Meaning and Factors affecting them.

**Module 3 :** Marketing Management- Meaning and Definition of Market, Marketing and Marketing Management, Functions of Marketing- Elements of Marketing- Advertising- Meaning, Definition, Objectives- Personal Selling and Sales Promotion.

**Module 4 :** Human Resource Management : Meaning, Definitions and Significance of HRM- Scope and Functions , Objectives and Organization of HRM Department- Difference between HRM and Personnel Management- Role of HR Department in Total Management.

Reference:

- 1.Sherlekar – principle of Business Management (Himalaya Publishing House)
- 2.Thriparty and Reddy- principle of Management (TATA McGraw Hill Publishing Company)
- 3.Rajan Sexsena – Marketing Management (TATA McGraw Hill Publishing Company)
- 4.Prasanna Chandra – Fundamentals of Financial Management
- 5.Sherlekar – Marketing Management (Himalaya Publishing House)
- 6.Khan and Jain – Financial Management (TATA McGraw Hill Publishing Company)
- 7.Kulkarni and Sathya Prasad – Financial Management (Himalaya Publishing House)
- 8.Ashwathappa – Human Resource Management (TATA McGraw Hill Publishing Company)
- 9.Subbarao – Personnel and Human Resource Management (Himalaya Publishing House)

**THIRD SEMESTER**  
**OPEN ELECTIVE**  
**OE03: MANAGEMENT OF NON-PROFIT ORGANISATIONS**

1. Course Objectives:

This is an introductory course designed to give the student basic inputs related to management of Nonprofit organizations. The place of nonprofit sector vis-à-vis State and Business and different Functional dimensions of professionally managing the nonprofit organizations are introduced to the Students.

2. Pedagogy:

In the LTP framework the Lecture sessions focus on building conceptual clarity and providing basic information on the nature and role of nonprofit sector. The reinforcement through Tutorial sessions focus on group exercises related to Indian nonprofit sector. Practical exercises involve field reports by students, both at individual and group levels.

3. Course Contents:

**Module 1:** The World of Non-Profit Enterprises: third sector, nonprofits sector, social enterprises; Economic, Sociological and Structural theories of nonprofits; Contemporary role of nonprofits; Nonprofits vis-à-vis State and Business

**Module 2:** Functional Management: Distinct features of nonprofit accounting, Sources of finance and their implications, Staff and Volunteers NPOs, Taxation issues.

**Module 3:** Governance and Professionalism: Governance process and Board role; Credibility and Legitimacy issues; Professionalism, Productivity and measurement of quality.

**Module 4:** NPOs in India: History and current status, Types, Legislations related to NGOs, National Policy on Voluntary Sector.

References:

1. Nonprofit Organizations: Theory, Management and Policy, Helmut Anheier, Routledge
2. NGO Management, Michael Edwards & Allan Fowler (Eds), Earthscan
3. Global Civil Society: Dimensions of the Non-Profit Sector, Lester Solamon & Helmut Anheier, John Hopkins Centre for Civil Society, Baltimore
4. The Third Sector, Jacques & Jose L. Monzon Campos (Eds), De Boeck
5. Guidelines for NGO Management in India, Snehlatha Chandra, Kanishka

**THIRD SEMESTER  
OPEN ELECTIVE  
OE04: RETAIL BANKING**

**1. Course Objectives:**

The aim of this course is to acquire knowledge various functions associated with banking, principles and practices/procedures relating to deposits and loans, and banking technology.

**2. Pedagogy:**

Method of instruction consists of lectures, case study design and analysis, group discussions, seminar presentation, writing assignments and tests. Interaction with customers of banks, managers and employees of banks.

**3. Course Contents:**

**Module 1: Functions of Banks:** Functions of Reserve Bank of India, Commercial Banks, Private Sector Banks, and Grameena Banks.

**Module 2: Banker and Customer Relationship:** Know your Customer [KYC] guidelines- Opening of different bank accounts and procedures for their operations.

**Module 3: Bank Deposits and Loans:** Different Deposit and Loan Products of Banks, Rate of Interest- Fixed and Floating, Documentation Procedures.

**Module 4: Banking Technology:** Electronic Banking, Core Banking Technology, Debit and Credit Cards, ATMs.

References:

Machiraju, H.R., Indian Financial System, Vikas, New Delhi.

Verma, J.C. Merchant Banking, TMH, New Delhi.

Mithani and Gordeon, Banking Theory and Practice, Himalaya, Bombay.

Bhole, L.B., Financial Institutions and Markets, TMH, New Delhi.

**THIRD SEMESTER  
OPEN ELECTIVE  
OE05: PERSONAL FINANCIAL MANAGEMENT**

**1. Course Objectives:**

The aim of the course to provide basic principles for managing personal finance.

**2. Pedagogy:**

Method of instruction consists of lectures, case study design and analysis, group discussions, seminar presentation, writing assignments and tests. Interaction individual investors with different profiles by age, income, sex, occupation, and region.

**3. Course Contents:**

**Module 1: Basics of Personal Financial Management:** The Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Personal Income Tax Planning. Case studies on personal financial planning of individuals.

**Module 2: Personal Savings & Investment:** Investment Criteria- liquidity, safety and profitability. Savings instruments of Post Office and Banks. Chit Funds. Investment in Shares, Debentures, Corporate and Government Bonds, Mutual Fund. Investment in Physical Assets – Real Estate, Gold and Silver. Risk and Return associated with these investments. Case studies on risk and return perception of retail investors on various investments.

**Module 3: Computation of Return and Risk of Personal Investment:** Present Value and Future Value of a Single Amount and an Annuity. Computation of interest, dividend and capital gains on personal investments. Impact of leverage on return. Personal tax planning,

**Module 4: Retirement Savings Plans:** Pension Plans- Defined Contribution Plan and Defined Benefit Plan. Provident Fund, Gratuity. Life Insurance Plans. General Insurance Plans. Reverse Mortgage Plans.

**References:**

- Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tat McGraw-Hill Publishing Company Ltd. New Delhi.
- Financial Education by Reserve Bank of India – rbi.org.
- Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers.
- Information Broachers of Post Offices, Banks, Mutual Funds, Insurance Companies
- Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc.

**FOURTH SEMESTER  
HARD CORE  
HC 12: INTERNATIONAL ACCOUNTING**

**1. Course objectives:**

The aim of this course is to provide knowledge and skills to the students on the area of accounting at the international level and to bring attitudinal changes to meet challenges and issues of international accounting.

**2. Pedagogy:**

Method of instruction consists of lecture, Analysis of International Financial Statements, Group discussion, Seminar presentation, Writing assignments and tests. Reading and analysis of annual reports of multi-national organizations will be an integral part of instruction.

**3. Course contents:**

**Module01: International Financial Reporting:** definition and scope of International Accounting. Main causes of Diversity in International Financial Reporting. Harmonization vs. Standardization. Rationale for and Obstacles to Harmonization. Role of Regional and International Organizations engaged in accounting Harmonization- EU, ASEAN, IASB, IFAC, IOSCO, OECD, UN Etc.

**Module02: International Financial Reporting Standards (IFRS):** The structure of IFRS. Process of IFRS Standard setting Constraints. Conceptual Framework for Financial Reporting under IFRS. Hierarchy of Standards. IFRS adoption or Convergence.

**Module03: Accounting For Foreign Exchange Rate Fluctuations:** An overview of Foreign Currency Markets and Exchange Rates. Foreign Exchange Exposures. Accounting for Spot and Forward Foreign Currency Transactions. Foreign Currency Translation: Transnational of Foreign Branch Trail Balance. Translation of Foreign subsidiary company Balance sheet under Different Methods- Current Rate Method, Current/ Non Current Method. Monetary/ Non Monetary Methods and Temporal Method (Problems). IFRS on Foreign Currency Exchange Accounting.

**Module 04: International Financial Statement Analysis:** Main issues in International Financial Statement Analysis- Understandability, Availability, Reliability, Comparability and Timeliness of Financial Information. Language, Terminology and Format. Analysis of Income Statement, Balance sheet and Cash Flow Statements of Multinational Corporations.

**References:**

1. International Accounting by Shirin Rathore, (Prentice- Hall of India, New Delhi).
2. Comparative International Accounting by Christopher Nubs and Robert Parker, (Pearson Education Asia. New Delhi)
3. International Accounting: A User Perspective by Sharokhy .M.Saudagaran, South- Western Thomson Learning, Australia.
4. International Accounting by A.K. Das Mohapatra, (Prentice- Hall of India, New Delhi)
5. The Analysis and use of Financial Statement by Gerland I White, Ashwinipaul C. Sondhi and Dov Fried, John Wiley, New York.
6. The Economic Times, the Business Line and financial Express Daily Papers.
7. Research Journals on International Accounting.

**FOURTH SEMESTER  
HARD CORE  
HC 13: STRATEGIC MANAGEMENT**

**1. Course Objectives:**

Apart from general management, strategic management is acquiring importance in the business due to the increased competition. Students of commerce will have to have the knowledge of strategic management. With this objective of this course is introduced to the students at post-graduate level.

**2. Pedagogy:**

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

**3. Course contents:**

**Module 01: Strategic Management** – An Introduction – concept of Strategic Management characteristics of strategic Management – Defining strategy, strategy formulation – stakeholders in business – vision, mission, and purpose – business definition, objectives and goals – environmental appraisal – types of strategies – guidelines for crafting successful business strategies, tailoring strategy to fit specific industry.

**Module 02: Strategic analysis and choice** – environmental threat and opportunity profile (ETOP) – organizational capability profile – strategic advantage profile – corporate portfolio analysis – SWOT analysis – Synergy and Dysergy – GAP analysis – porter’s five forces model of competition – Mc Kinsey’s 7s framework GE 9 cell model – distinctive competitiveness – selection of matrix.

**Module 03: Strategies at various levels:** Functional strategies, business level strategies, global strategies and corporate strategies. Functional strategies: Marketing strategies, production strategies, financial strategies, HR strategy. Business level strategies, generic strategy choices, global strategies, corporate strategies, growth strategies, retrenchment strategies and combination strategies.

**Module 04: Strategy formulation and implementation:** strategic alternatives; strategic choice; evolution of strategic alternatives; strategy implementation and control strategy and structure. Cases in strategic management.

**References:**

1. The concept of corporate Planning: Russel Ackoff (Newyork wiley)
2. Business policy and strategic Management: Tokyo, (McGraw Hill)
3. Strategic Management – Text and cases: V.S. P Rao and V. Harikrishna
4. Strategic Management: Azar Kami
5. Strategic Management: Francis Cherunillam
6. Strategic Management: Subba Rao
7. Strategic Planning Formulation of Corporate Strategy: Ramaswamy

**FOURTH SEMESTER**  
**SOFT CORE**  
**SC07: LEGAL ASPECTS OF BUSINESS**

**1. Course Objectives:** The objective of this course is to help students become familiar with the Relevant provisions of various laws, influencing business.

To equip students to have the glimpses of various business legislations in the global environment and to make students understand legislations and enabling them to assert their rights emerging out business at the same time knowing the compliance of legal requirements of business transactions.

**2. Pedagogy:** Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course

**3. Course Contents:**

**Module-1:** Law Relating to transfer of property: Important definition ,Types of properties, Movable and Immovable properties, Properties which cannot be transfer, rule against perpetuities, provisions relating to sales, Mortgage, charge, lease, gift and actionable claim.

**Module-2:** Law relating to Intellectual property-concept and development of intellectual property law in India, law and procedure relating to patents, trademarks and copyrights, geographical indications, design act, overview of laws relating to other intellectual property rights, intellectual property appellate board.

**Module-3:** THE RIGHT TO INFORMATION ACT, 2005: Background, salient features covering important terms in the act, powers and functions information officers, transparency, rights of the citizens to get information of the Public Authority (Central and State Government), offences and penalties under the Act.

**Module-4:** ENVIRONMENT PROTECTION ACT, 1986: concepts of environment, environment pollution, environment pollutants, hazardous substance, occupier, types of pollution, global warning, causes for ozone layer depletion, remedies, powers and rules of central government to protect and promote environment in India.

**References:**

1. Avtar Singh, Principles of Mercantile Law, 7th ed., Eastern Book Company, Lucknow
2. M.C. Kuchhal, Business Law, 6th ed., Vikas publishing House, New Delhi
3. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi, 2009
4. Avtar Singh, Consumer Protection Law, Eastern Book Co., Lucknow, 2006
5. M.C. Kuchhal, Indian Company Law, Shree Mahabir Book Depot, Delhi, 2008
6. S.S. Gulsan, Business Law, 3rd Edition, EB
7. Akhileshwar Pathak, Legal Aspects of Business, 2nd edition, TMH
8. K.R. Bulchandani, Business Law for Management, 4th edition, HPH.
9. Prof. (Cmde) P.K. Goel, Business Law for Managers, Biztantra
10. C L Bansal, Business and Corporate Laws, EB
11. P. Sarvanvel and S. Sumathi, Business Law for Management, HPH.

**FOURTH SEMESTER**  
**SOFT CORE**  
**SC 08: PROJECT WORK**

Project work should be commenced from the beginning of the fourth semester. Work load for project work guidance is 2 hours per batch of 8 students per week. Allotment of Guides shall be made in the beginning of the Third Semester. Students should select the topic in consultation with the Guide during the Third Semester.

**FOURTH SEMISTER**  
**ELECTIVE 01: BUSINESS TAXATION**  
**PAPER 02: GOODS AND SERVICE TAX AND CUSTOM DUTY**

**1. Course Objectives:**

This paper is offered as an elective paper in the fourth semester. The paper is intended to provide students the knowledge of the largest paradigm shift in Indirect Tax regime, the “Goods and Services Act”, which came into force with effect from 1 July 2017 under the principle of One Nation, One Tax and One Market. The course includes the structure of GST Act, procedure for registration, procedure to claim ITC, reverse charge mechanism, payment of GST, returns and assessment and GST network. It also covers an overview of customs Act provisions.

**2. Pedagogy:**

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course

**3. Course Contents:**

**Module-01: INTRODUCTION TO GST**

Meaning, objectives, features and basic schemes of GST – subsuming of taxes: benefits of implementing GST- constitutional amendments – structure of GST (dual model) – central GST – state/union territory GST – integrated GST - GST council: structure and powers and functions.

**Module-02: GST ACTS: CGST Act, SGST Act(Karnataka state), IGST Act.**

Salient features of CGST Act, SGST Act (Karnataka state), IGST Act – meaning and definition: aggregate turnover, adjudicating authority, agent, business, capital goods, casual taxable person, non-resident person, composite supply, mixed supply, exempt supply, outward supply, principal supply, place of supply, supplier, goods, export of goods/services, import of goods/services, intermediary, location of supplier of service, location of recipient of service, input service distributor, job work, manufacture, input tax, input tax credit, person, place of business, reverse charge, works Contracts.

**Module 03: PROCEDURE AND LEVY UNDER GST**

Registration under GST: Procedure for registration, Persons liable for registration, Persons not liable for registration, Compulsory registration, Deemed registration, Special Provisions for Casual taxable Persons, and Non- resident taxable persons, Exempted goods and services- Rates of GST.

Procedure relating to levy on CGST and SGST: Scope of supply, Tax liability on mixed and Composite supply, Time of supply of goods and services, Value of taxable supply, Computation of taxable value and tax liability.

Procedure relating to Levy on IGST: Inter State supply, Zero rates supply, Value of taxable supply, Computation of taxable value and tax liability.

Input tax Credit: Eligibility, Appointment, Inputs on Capital goods, Distribution of credit by Input service Distributor, Transfer of Input tax credit- Simple Problems on utilization of input tax credit.

**Module 04: CUSTOM DUTY**\_Definitions, Types of duties, classification of import goods and export goods, Computation of custom duties.

#### REFERENCES

1. Goods and Service Tax published by ICAI.
2. Deloitte: GST Era Beckons, Wolters Kluwer.
3. Madhukar N Hiregange: Goods and Services Tax, Wolters Kluwer.
4. All About GST: V.S Datey - Taxman's.
5. Goods & Services Tax – CA. Rajat Mohan,
6. Goods & Services Tax: Dr. Sanjiv Agrawal & CA. Sanjeev Malhotra.
7. GST - Law & Practice: Dr. B.G. Bhaskara, Manjunath. N & Naveen Kumar IM,

**FOURTH SEMESTER**  
**ELECTIVE 02: HUMAN RESOURCE MANAGEMENT**  
**PAPER02: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

1. **Course Objective:** The Course is envisaged to provide the students the knowledge related to management of Human Resource in Business Enterprises. The course familiarizes the student with various faces of Human resources and their Management.
2. **Pedagogy:** Teaching method comprises of lecture session and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content.

3. **Course content:**

**Module 01:** Nature of International Human Resource Management (IHRM): Approaches to Domestic HRM and International HRM-Difference between Domestic HRM and IHRM.

**Module02:** Human Resource Planning in IHRM- Recruitment and Selection- Issues in Staff Selection of Expatriates. Training and Development - Expatriate Training- Developing International staff and Multinational Teams.

**Module03:** Performance Management: Factors Associated with Individual Performance and Appraisal criteria used for performance appraisal of International Employees- Appraisal of Host country Nationals. Compensation- Objectives of International Compensation- Approaches of International Compensation.

**Module04:** Expatriate failure- Causes of Failure, Repatriation- Repatriation Process. Labor Relations- key issues in International Relations- Union Tactics.

**References:**

1. Burl Dabblers and standing, World class supply Management, (Tata Mc Graw Hill)
2. International Human Resource Management: A Global Perspective: Practices and Strategies for Competitive Success. S K Bhatia, (Deep and Deep)
3. International HRM: S. C Gupta, (Mc Miolan)
4. International Human Resource Management, Chris Rees and Tony Edwards, ( Pearson Publications).

**FOURTH SEMESTER**  
**ELECTIVE 03: MARKETING**  
**PAPER02: INTERNATIONAL MARKETING**

**1. COURSE OBJECTIVES:**

To understand the principles & concepts in international Marketing to provide the knowledge of Marketing management in the international perspective to develop marketing strategies for the Dynamic international markets.

**2. Pedagogy:**

The subject matter will be presented through lecture, class discussion, student presentation, and guest Lectures and laboratory experiences.

**3. Course Contents:**

**Module 01: INTRODUCTION**

International markets – Definition – Basic modes of entry – Nature of International Marketing- Benefits of International Marketing— International Marketing Task – World Trade – India’s Foreign Trade – Characteristics of MNCs - Global and Domestic marketing - International Product Life Cycle – EPRG Framework - Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade

**Module 02: INTERNATIONAL MARKETING ENVIRONMENT**

Business culture around the world- language, customs, attitudes - marketing strategy adjustments - Product adaptations. Geographic Description of Market – Political risk – Political Environment - Import quotas – tariffs - customs restrictions - required licenses – registrations – permits. Development and scope of International law – INCOTERMS – WTO – GATT - Current economic Conditions of the country or countries involved - credit worthiness of the international buyer/seller – Regional economic groupings its influences in market.

**Module 03: INTERNATIONAL MARKETING PLANNING**

International Market Selection – Factors influencing – Process – Strategies and approaches – Competition-International Marketing research – Global scene- International marketing research Procedure – Techniques – survey – interview techniques – Analysis of field data – Research Report-International Marketing Planning and Control – Framework – marketing control – Control Sequence.

**Module 04: INTERNATIONAL MARKETING MIX**

Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy - International Promotion Strategies- Promotion Mix-International Sales Negotiations - Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution- Retailing in International Scenario, International Physical Distribution - Technological Influences in international Marketing-Current trends in international Marketing.

## References:

1. Rathor, B.S .,and Rathor,J.S.,”Export marketing “,Himalaya Publishing House, New Delhi 1993.
2. Ellsworth, “The International Economy” .
3. Rogentlal, ”Technique of International Trade “.
4. Harberllar, “Memory of International Trade”.
5. Bayweather, john,”International marketing “.
6. Varmer, M.L., “Foreign Trade Management In India”, Vikas Publishing
7. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall, N.J. 2003. (ISBN 0-13-066998-9)
8. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata Mcgraw Hill,13 th edition, (2008)
9. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
10. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997  
The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman,
11. Anchor Books, May 2000. ISBN: 0-385-40034.

FOURH SEMESTER  
ELECTIVE 04: BANKING  
PAPER02: BANKING TECHNOLOGY

**1. Course description:**

The course deals with study of technology adaption in banking, besides providing scope of practical side of banking

**2. Pedagogy:** LTP model, field survey, summary and group discussions.

**3. Course Contents:**

**Module 1:** Branch Operation and Core Banking - Introduction and Evolution of Bank Management – Technological Impact in Banking Operations – Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation . – Case study: Analysis of Recent Core Banking Software.

**Module 2:** Delivery Channels - Overview of delivery channels – E – Lounge establishment - Phone Banking – Call centers – Internet Banking – Mobile Banking – Payment Gateways – Card technologies – MICR electronic clearing

**Module 3:** Inter bank Payment System - Interface with Payment system Network – Structured Financial Messaging system – Electronic Fund transfer – RTGSS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques

**Module 4:** Global developments in banking technology - Information technology in finance and service delivery. Impact of technology on banks – protecting the confidentiality information system audit. Audit measures in computerized environment information system security and disaster management.

**References:**

1. Financial Services Information Systems - Jessica Keyes Auerbach publication; 2nd edition (March 24, 2000)(Text Book)
2. Kaptan S S & Choubey N S., “E-Indian Banking in Electronic Era”, Sarup & Sons, New Delhi, 2003
3. Vasudeva, “E – Banking”, Common Wealth Publishers, New Delhi, 2005
4. Turban Rainer Potter, Information Technology, John Wiely & Sons Inc
5. Banking Technology - Indian Institute of Bankers Publication
4. Financial Accounting For Management: By Amrish Gupta (Pearson Education)
5. Financial Accounting For Management: By Dr. S. N. Maheshwari (Vikas Publishing House)
6. Maheshwari, S.N. and Maheshwari, S. K., (2009) An Introduction to Accountancy, Eighth Edition, Vikas Publishing House.
7. Accounting Theory: An Introduction by L.S.Porwal, Tata McGraw-Hill Publishing Company Ltd. New Delhi.

**FOURTH SEMESTER**  
**ELECTIVE 05: INSURANCE MANAGEMENT**  
**PAPER02: MANAGEMENT OF NON LIFE INSURANCE**

1. **Objective:** To provide a working knowledge of Non-life Insurance Products and Companies, and Reinsurance as a risk management tool.
2. **Pedagogy:** A combination of Lectures, Problem Solving, Case Analysis, Group Discussion, Seminars, Assignments, etc.
3. **Course content:**

**Module 01: Principle of General Insurance:** Introduction, Essential Elements and Principles of General Insurance-Indemnity, Utmost good Faith, Subrogation, Insurable Interest and Contribution: Nationalization of GIC, GIC and its subsidiaries, Organization Management of GIC: role of Tariff Advisory Committee.

**Module02: Fire Insurance and Motor Insurance:** definition of Fire Insurance, Risk Covered under Fire Insurance Policy, Kinds of Fire Insurance Policies, Standard Policy Coverage and Special Coverage: Add- On-Covers, Consequential Loss Insurance: Motor Insurance, Types of Motor Insurance, Motor vehicle Act1988, Third party Motor Insurance Policy, Surveyor and Loss Assessor in Fire Insurance.

**Module 03: Marine Insurance:** History, Meaning and definition, Contents of Marine Policy, Maritime Perils, and Clauses incorporated in marine policy, Kinds of Marine Insurance Policies, Marine Losses, Payment of Claims, General Average and Particular Average, Constructive Total Loss: And Marine Claim Documents.

**Module 04: Liability and Engineering Insurance:** Law of Tort, Types of Liability Insurance, Public Liability Insurance Act1991, Workmen Compensation Act1923; Types of Engineering Insurance and Contractors all Risk Engineering Insurance.

**Reference (recent editions)**

1. K. C Mishra and G. E Thomas, General Insurance, Cengage Learning
2. K.C Mishra, Fire and Marine Underwriting, Cengage Learning
3. Insurance Operations, ICFAI Press
4. K. C Mishra, Principle and Practice of General Insurance, Cengage Learning
5. M. N Mishra and S B Mishra, Principle and Practice of Insurance, S. Chand and Co
6. T. S Mann, Law and Practice of Life Insurance in India, Deep and Deep
7. Badla B. S, Insurance Fundamentals, Deep and Deep Publication
8. Kothari and Bathi, Principles and Practice of Insurance, Sahitya Bhavan
9. Redja, Principles of Risk Management and Insurance, TMH
10. Denis Riley, Consequential Loss Insurance and Claims, Sweet Maxwell
11. Mathew M J, Insurance Principles and Practice, RBSA Publishers
12. Palande P. S. Shah R. S and Lunawat M, Insurance in India: Changing Policies and Emerging Opportunities, Response Books

**FOURH SEMESTER**  
**ELECTIVE 06: FINANCIAL ACCOUNTING**  
**Paper-2: INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)**

**1. Course Objectives:**

The aim of this course is to acquire knowledge, comprehension and capability to apply in the real world scenario of the accounting concepts, principles and interpretations discussed in the required pronouncements. International Financial Reporting Standards issued by the IASB.

**2. Pedagogy:**

Method of instruction consists of lectures, group discussions, seminar presentations, writing assignments and tests. Reading and analysis of annual reports of national and multi-national organizations will be integral part of instruction.

**3. Course Contents:**

**Module 1: International Financial Reporting Standards (IFRS):** The structure, vision and mission of IASB. The IFRS setting process. IFRS adoption and convergence in different countries.

**Module 2: International Financial Reporting Standards issued by the IASB:** The knowledge, comprehension and capability to apply in the real world scenario of the accounting concepts, principles and interpretations discussed in the required pronouncements. International Financial Reporting Interpretations Committee's Statements (IFRICs) and Standing Interpretation Committee Statements (SICs). Problems and case studies on the annual reports of companies.

**Module 3: XBRL:** Meaning and need for XBRL. Features of XBRL. Benefits of XBRL. XBRL Taxonomy. Filings of financial statements using XBRL. Case Studies on XBRL adopted organizations.

**Module 4: IFRS for SMEs :** The knowledge, comprehension and capability to apply in the real world scenario of the accounting concepts, principles and interpretations discussed in the required pronouncements. International Financial Reporting Standards for SME issued by the IASB. Problems and case studies on the annual reports of companies.

**References:**

1. Frederick D. S Choi and Gray K Meek, International Accounting, Pearson Education
2. Sandagaran S. M, International Accounting, Thomson Publications.
3. International Financial Reporting Standards (IFRSs), Taxman.
4. Greuning Van Hennie., International Financial Reporting Standards - A Practical Guide.
5. Mukesh Saraf, Practical Implementation and Application Guide of Indian Accounting Standards (Ind AS) IFRS Converged Ind AS (English), Bharat Law House
6. International Accounting : Shirin Rathore, Prentice-Hall of India, New Delhi
7. Comparative International Accounting: Christopher Nubs and Robert Parker, Pearson Education Asia, New Delhi.
8. International Accounting: A User Perspective: Shahrokh M. Saudagaran, South-Western Thomson Learning, Australia.
9. International Accounting : A.K.Das Mohapatra, Prentice-Hall of India, New Delhi
10. The Analysis and use of Financial Statements: Gerlad I.White, Ashwinipaul C.Sondhi and Dov Fried, John Wiley, New York.
11. The Economic Times, The Business Line and Financial Express daily papers.
12. Journals on International Accounting.

**FOURH SEMESTER**  
**ELECTIVE 07: FINANCIAL MANAGEMENT**  
**PAPER 02: STRATEGIC FINANCIAL MANAGEMENT**

**1. Course Objectives:**

The objective of this course is to acquaint students with the advanced concepts of financial Management and the application of the same in developing financial strategies for the organization.

**2. Pedagogy:**

Method of instruction consists of lectures and tutorials. Lecture session focuses on providing Analytical setting for basic financial strategies followed by case study/group discussions and seminar presentations.

**MODULE 01: Strategic Financial Management:** Meaning, Scope, Importance and Elements of SFM. Financial Planning, Capital allocation and corporate strategy, Stock vis-à-vis cash dividend.

**MODULE 02: Corporate Valuation:** Meaning and Approaches to valuation- Adjusted Book Value Approach, Stock and Debt approach, Direct comparison approach, Concept of Free cash flow to the firm, Discounted Cash Flow Approach-Two and three stage valuation Models. Valuation of physical Assets, Valuation of intangible assets- Brand equity and Human resources. Guidelines for corporate valuation

**Module 03: Value Based Management (VBM):** Concept, Evolution of VBM, Shareholders value creation- Traditional and Modern Approaches, Value drivers. Approaches to VBM- Marakon Approach, Alcar Approach, MC Kinsey Approaches, EVA, BCG HOLT approach. Tools for Measuring Performance- EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CEROI, Economic Depreciation. Compensation and Value creation- ESOPs and balanced score card (Problems)

**Module 04: Corporate Restructuring-** Meaning, Nature, Forms of Corporate restructuring- Spin off, Split of, split up, Leverage buyout (LBO), Management Buyout (MBO), Divestitures and other forms of corporate restructuring.

**Reference**

1. An introduction to strategic Financial Management: Allen D. CIMA/ Kogan page, London
2. Financial Theory and corporate policy: Copeland T.E and J D Weston Addison westerly, NY.
3. Financial Decision Making: Hamton Jone, PHI, New Delhi
4. Financial Management: Pandey I.M, Vikas Publication, Delhi
5. The Essence of mergers and Acquisitions: Sudarsanm, PS: prentice Hall of India, Hall
6. Financial Derivatives : G Koterswar Chandana Publications, Mysore

**FOURTH SEMESTER**  
**ELECTIVE 08: COST MANAGEMENT**  
**PAPER02: STRATEGIC COST MANAGEMENT-2**

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

**2. Pedagogy:** A combination of Lectures, Problem Solving, Case Analysis, Group Discussion, Seminars, Assignments, etc.

**3. Course Content**

**Module-01:** 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.

**Module-02:** 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.

**Module 03:** Definition, classification of quality costs, cost of conformance, prevention costs, appraisal costs, cost of Non-conformance, and optimization of quality cost, TQM core concepts of TQM, Benefits of TQM basics, stages, principles, control, corrective actions, PRISE-STEP, Problems, implementation cost of quality report continuous process improvement.

**Module 04:** BSC: Introduction, drawback of traditional financial measures, attributes to good performance measurement system, concept of balanced score card, Perspectives of BSC and implementation of balanced score card, case studies on BSC. Benchmarking concepts, Benchmarking Process, Impact on Indian Industry, Types of Benchmarking.

**Books for Reference:**

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, Thomson Learning.



