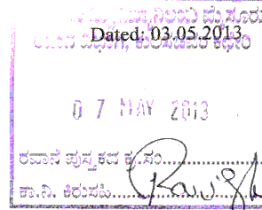


UNIVERSITY OF MYSORE



Estd. 1916

VISHWAVIDYANILAYA KARYA SODHA
CRAWFORD HALL, POST BOX NO. 406
MYSORE-570 005.



AC6/514/12-13

To

The Registrar (Evaluation)
University of Mysore
Mysore.

Sir,

Sub: Revision in the Evaluation Pattern for Project Work-M.Com./MFM/
MBI-Tech Programmes.

Ref: 1) Proceedings of the Academic Council Meeting held on 27.03.2013.

The Board of Studies in Commerce (PG) at its meeting held on 04.01.2013 has resolved to revise the Evaluation Pattern for Project work for M.Com./MFM/MBI-Tech. Programmes as follows.

Marks	Existing version					Changed version				
	C1	C2	Viva	Project Report	Total	C1	C2	Viva	Project Report	Total
	25	25	20	30	100	15	15	20	50	100

The Faculty of Commerce and the Academic Council at their Meetings held on 13.02.2013 and 27.03.2013 respectively have approved the above said proposal.

This is for your kind information and to take necessary action in this behalf.

Yours faithfully,

J. S. Sampath
REGISTRAR
University of Mysore
MYSORE

Copy to:

1. The Chairman, BOS (PG) / DOS in Commerce, Manasagangothri, Mysore.
2. The Dean Faculty of Commerce, DOS in Commerce, Manasagangothri, Mysore
3. The Deputy /Assistant Registrar (Evaluation) E.B., University of Mysore, Mysore.
4. Sri. Narasimha Murthy, Statistician, E.B., University of Mysore, Mysore
5. The Suptd., AC-1 and AC-2, A.B. Academic Section, University of Mysore, Mysore.
6. The P.S. to Vice-Chancellor, University of Mysore, Mysore
7. The P.A. to Vice-Chancellor/Registrar/Registrar (Evaluation), University of Mysore, Mysore.
8. Office Copy

Commerce Notification-2013 k.bsg

UNIVERSITY OF MYSORE



AC6/514/2012-13

NOTIFICATION

Sub: Withdrawal of the optional Streams for M.Com Programme

- Ref: 1. Proceedings of the Academic Council meeting held on 27-03-2013
2. Proceedings of the Faculty of Commerce meeting held on 13-2-2013.

&&&&

The Board of Studies in Commerce (PG) at its meeting held on 04-01-2013 has resolved to withdraw the * following optional Streams for M.Com Programme.

- *
a) Bank Management
b) Marketing Management
c) International Business

The Faculty of Commerce and the Academic Council at their meetings held on 13-02-2013 and 27-03-2013 respectively have approved the said proposal and the same is hereby notified.

J. S. Sampath
REGISTRAR
University of Mysore
MYSORE

To:

1. Registrar(Evaluation), University of Mysore, Mysore.
2. The Chairman, BOS /DOS in Commerce, Manasagangotri, Mysore.
3. The Dean, Faculty of Commerce, DOS in Commerce, Manasagangotri, Mysore.
4. The Deputy Registrar /Assistant Registrar(Evaluation), Examination Branch, University of Mysore, Mysore.
5. Sri Narashimha Murthy, Statistician, Examination Branch, University of Mysore, Mysore.
6. The PS to Vice Chancellor, University of Mysore, Mysore.
7. The PA to Registrar/Registrar(Evaluation), University of Mysore, Mysore.
8. Office Copy.

AC6-520-E



VISHWAVIDYANILAYA KARYA SOUDHA
 CRAWFORD HALL, POST BOX NO. 406
 MYSORE-570 005

AC6/514/12-13

NOTIFICATION

Dated: 03.05.2013
 7 MAY 2013
 Registrar
 University of Mysore

Sub: Reduction in number of credits assigned to Project work.
 Ref: 1) Proceedings of the Academic Council Meeting held on 27.03.2013.
 2) Proceedings of the Faculty of Commerce Meeting held on 13.02.2013.

The Board of Studies in Commerce (PG) at its meeting held on 04.01.2013 has resolved to reduce the number of credits assigned to Project work from the existing 08 to 04 and make the Project work as Soft Core for M.Com., MFM, and MBI-Tech programmes.

The Faculty of Commerce and the Academic Council at their Meetings held on 13.02.2013 and 27.03.2013 respectively have approved the said proposal and the same is hereby notified.

Programme	Existing			Reduced		
	HC/SC	Credits		HC/SC	Credits	
1.M.com (Even Semester)	Major Project Work	HC	9	Project work	Sc	4
				Foreign Exchange Management	SC	4
				International Financial Management	SC	4
				Operations Research	HC	4
2.M.F.M. (Even Semester)	Major Project Work	HC	8	Project work	SC	4
				MIS-Management Information System	SC	4
				International Accounting	SC	4
				Operations Research	HC	4
3.M.B.I.Tech (Even Semester)	Major Project Work	HC	8	Project work	SC	4
				MIS-Management Information System	SC	4
				Operations Research	SC	4
				International Financial Management	HC	4

For S. Sampath
REGISTRAR
 University of Mysore
 MYSORE2

UNIVERSITY OF MYSORE

D0S IN COMMERECE

CHOICE BASED CREDIT SYSTEM-2011-2012

MBI TECH COURSE STRUCTURE AND SYLLABUS

MINIMUM CREDITS REQUIRED FOR MBI TECH DEGREE

I to IV Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
	11	48	5	20	2	8	18	76

MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A NORMAL PHASE TO SUCESSFULLY COMPLETE M.B.I.TECH. DEGREE IN FOUR SEMESTERS

Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	4	16	1	4	-	-	5	20
II	3	12	1	4	1	4	5	20
III	2	08	2	8	1	4	5	20
IV	2	12	1	4	-	-	3	16
TOTAL	11	48	5	20	2	8	18	76

MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A NORMAL PHASE TO SUCESSFULLY COMPLETE M.B.I.TECH. DEGREE IN ODD AND EVEN SEMESTERS

Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
ODD	6	24	3	12	1	4	10	40
EVEN	5	24	2	08	1	4	08	36

TOTAL	11	48	5	20	2	8	18	76
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ODD SEMESTERS- MBI TECH

Sl. No.	Title of the Course	Hard Core/ Soft Core/ Open Elective	Number of Credits			
			L	T	P	Total
HC01	Financial Management	HC	3	1	0	4
HC02	Foundations of Information Systems and Technology	HC	3	1	0	4
HC03	Industrial and Business Management	HC	3	1	0	4
HC04	Organizational Behavior	SC	3	1	0	4
HC05	Business Process Outsourcing and Virtual Enterprise Management	HC	3	1	0	4
HC06	Business Research Methods	HC	3	1	0	4
SC01	Business Policy and Environment	SC	3	1	0	4
SC02	Statistics for Business Decisions	SC	3	1	0	4
SC03	Enterprise Resource Planning	SC	2	1	1	4
SC04	Total Quality Management	SC	3	1	0	4
SC05	Elective Group A: Banking Technology Paper-1 - Banking Technology	SC	2	1	1	4
SC06	Elective Group B: Global Information Technology Management Paper-1-. Global Information Management	SC	2	1	1	4
OE01	Personal Financial Planning	OE	3	1	0	4

EVEN SEMESTER M.B.I. (TECH)

Sl. No.	Title of the Course	Hard Core/ Soft Core/ Open Elective	Number of Credits			
			L	T	P	Total
HC01	Advanced Programming Concepts	HC	2	1	1	4
HC02	Data Warehousing and Business Intelligence System	HC	2	1	1	4
HC03	Software Management	HC	3	1	0	4
HC04	Internet Technology and E-Commerce	SC	2	1	1	4
HC05	Major Project Work	HC	0	2	6	8
SC01	Capital Market Instruments	SC	3	1	0	4
SC02	Strategic Management	SC	3	1	0	4
SC03	Elective Group A: Banking Technology Paper-2: Banking and E-security	SC	2	1	1	4
SC04	Elective Group B: Global Information Technology Management Paper-2: Knowledge Management:	SC	2	1	1	4

	Technologies and Practices					
OE01	Retail Banking	OE	3	1	0	4
OE02	Financial Accounting	OE	3	1	0	4

Elective Groups:

Any one *group* from the available electives shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later. The Department will announce at the end of the second 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.

Major Project Work:

A student in the fourth semester shall register for a Major Project Work which carries 8 credits. The guide for the Major Project Work shall be allotted to the students in the third semester. Work load for Major Project Work tutorial class is 2 hours per batch of 8 students per week for the teacher. The student shall do field work and library work in the remaining 6 hours per week. Continuous assessment criteria for major project work include:

Component-I(C₁): Periodic Progress and Progress Reports (25%)

Component- II (C₂): Results of Work and Draft Report (25%)

Component-III (C₃): Final Viva-voce and evaluation (50%). The report evaluation is for 30% and the Viva –Voce examination is for 20%

Continuous Assessment:

Continuous assessment shall be conducted by the course teacher for the course he/she is teaching according to the following schedule

C ₁					
Week	2 nd	4 th	6 th	8 th	Total
Marks	10	15	10	15	50

50% of the marks scored out of 50 marks assessed is the marks of C₁

C ₂					
Week	10 th	12 th	14 th	16 th	Total
Marks	10	15	10	15	50

50% of the marks scored out of 50 marks assessed is the marks of C₂

Continuous Assessment Criteria:

Continuous Assessment Criteria shall be decided by the course teacher at the beginning of the semester and shall be informed to the students in advance. Continuous Assessment Criteria include the following:

Case study design, analysis and presentation; assignment writing; seminar presentation, group discussion and panel discussion on contemporary issues; review of research articles and its presentation; review of reports submitted by committees, expert groups to RBI, SEBI, Government etc; Review of implementation of regulations and guidelines issued by regulatory agencies; reading and analysis of annual reports, exercise problem solving, tests and any other criterion to be chosen by the course teacher.

MBI (TECH) SYLLABUS

HC01: FINANCIAL MANAGEMENT

1. Course Description:

Financial management is a functional area in general management. This subject is focusing on introduction, scope and importance of financial management, investment decisions, capital structure decisions, dividend decisions and working capital management.

2. Course Objectives:

Candidates will be able to understand financial management concepts and its important functions taking into account other relevant financial issues.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course Contents:

Module 1: Introduction, Scope, Objectives and functions of Financial Management - Role of Financial Management in the organization - Risk-Return relationship- Time value of money concepts

Module 2: Investment decisions; importance, and its scope, determining cash flows, Appraisal criteria for investment decisions, Conflict in criteria for evaluation – Capital Rationing. Risk analysis in investment decisions and investment decisions under uncertainty

Module 3: Capital Structure decisions – determinants of capital structure - financial and operating leverages - capital structure theories-NI, NOI, traditional and M-M theories; EBIT -EPS Analysis - Cost of Capital - Computation for each source of finance - weighted average cost of capital – weighted marginal cost of capital – case study.

Module 4: Dividend decisions - Determinants of dividend policy – types of dividends - dividend models – Walter’s model – Gordon’s model – Modigliani and Miller’s model - Working Capital – meaning, need, determinants; estimation of working capital need; management of cash; inventory management; receivable management.

References:

1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi.

2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
3. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.
4. Chandra, Prasanna; Financial Management TMH, New Delhi.
5. Horn, Van; Financial management and Policy, Prentice Hall of India.
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Richard Brealey and Stewart Myers, Principles of Corporate Finance, Tata McGraw Hill, 2000.
8. V K Bhalla, Financial Management and Policy: Text and Cases, Annual Publishers, 2002.

HC02: FOUNDATIONS OF INFORMATION SYSTEMS AND TECHNOLOGY

1. **Course Description:** This course provides the coverage of computer hardware, software, importance of information system and business reengineering

2. Course Objectives: To Explain

- a. the relationships among management, information, and systems;
- b. the relationship between a manager's need for information and his/her position in the organization;
- c. how hardware, software, data, people, and procedures are combined to form an information system;
- d. how information technology can be used by a business organization to gain a competitive advantage; and
- e. Why knowledge of information systems is crucial to anyone who plans a career in business.

To Understand

- f. the evolution of computer-based information systems;
- g. basic computer hardware, software, and data concepts;
- h. the types of information systems that are needed to support the various levels of a business enterprise; and
- i. The process of analyzing, designing, and developing an information system.

3. Pedagogy:

Lectures, presentation (individual and group) case analysis and computer practical sessions and E-assignments.

4. Course Contents:

Module 1: Information Technology – 1: Computer Hardware-Computer System Concept-Computer Peripherals-Input-Output and Storage Technologies-Case Studies.

Module 2: Information Technology-2: Computer Software-System Software-Operating Systems-Network Management Systems-Database Management Systems-Programming Language-Programming Packages-Case Studies.

Module 3: Introduction – Importance of Information Systems-A Global Information Society-Fundamental Roles of Information Systems-Business Process Reengineering-Case Studies.

Module 4: Fundamentals of Information Systems: System Concepts-Components of an Information Systems-Information Systems Resources and Activities-Recognizing Information Systems-Case Studies. Overview of Information Systems: A Expanding Roles of Information Systems-Corporations Support Systems-Transactions Processing-Process control and Enterprise Collaboration System-Management Support System-DSS and EIS-Expert Systems-Knowledge Management System-Strategic Information Systems-Case Studies.

References:

1. Management Information Systems by James O’Brean (Galgotia)
2. Laudon, Kenneth C., and Jane P. Laudon. 2007. Management Information Systems: Managing the Digital Firm, 10th
3. Edition, Upper Saddle River, New Jersey: Prentice-Hall, Incorporated. ISBN: 0132337746.
4. Information Technology for Management by Henry Lucas (Mc Graw Hill)
5. Corporate Information Systems Management by Applegate, Mcfarlan & Makenny (Mc Graw Hill)
6. E-Commerce by C.S.V. Murthy (Himalaya Publishing House)
7. Carol V. Brown, Daniel W. DeHayes, Jeffrey A. Hoffer, Martin, E. Wainright, and William C. Perkins. 2008. Managing Information Technology, 6th edition. Upper Saddle River, New Jersey: Prentice-Hall, Incorporated.
8. Turban, Efraim, Ephraim McLean, and James Wetherbe. 2007. Information Technology for Management: Transforming Organizations in the Digital Economy. New York, New York: John Wiley & Sons.

HC03: INDUSTRIAL AND BUSINESS MANAGEMENT

1. Course description:

Industrial and business management is base course in management. This subject is focusing on concept, nature, process of management and the major functions like planning, organizing, motivating, leading and controlling

2. Course objectives:

Candidates will be able to understand basic management concepts and its important functions taking into account other relevant management issues.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course contents:

Module 1: Introduction: Concept, nature, process and significance of management; Managerial levels, skills, functions and roles; Management vs. Administration;

Coordination as essence of management; Development of management thought: classical, neo-classical, behavioral, systems and contingency approaches.

Module 2: Planning: Nature, scope and objectives of planning; Types of plans; Planning process: Business forecasting; MBO; Concept, types, process and techniques of decision-making; Bounded Rationality.

Module 3: Organizing: Concept, nature, process and significance; Principles of an organization: Span of Control; Departmentation; Types of an organization; Authority-Responsibility; Delegation and Decentralization; Formal and Informal Organization. Staffing: Concept, Nature and Importance of Staffing.

Module 4: Motivating and Leading: Nature and Importance of motivation; Types of motivation: Theories of motivation-Maslow, Herzberg, X, Y and Z; Leadership – meaning and importance; Traits of a leader; Leadership Styles – Likert’s Systems of Management, Tannenbaum & Schmidt Model and Managerial Grid. Controlling: Nature and Scope of control; Types of Control; Control process; Control techniques – traditional and modern; Effective Control System.

References:

1. Stoner, Freeman and Gilbert Jr.; Management, Prentice Hall of India, New Delhi, 2003.
2. Gupta, C.B.; Management Concepts and Practices, Sultan Chand and Sons, New Delhi, 2003.
3. Koontz, O Donnel and Weirich-“Management”, Tata McGraw Hill Publishing Company, New Delhi, 2001.
4. R.K.Chopra-“Principles&Pracitices of Management”, Sun India Publication.

HC04- ORGANIZATIONAL BEHAVIOUR

1. **Course description:** This course provides the coverage of scope of OB, different contributing discipline to OB, foundational of individual behavior, motivational theories and foundations of group behavior

2. Course Objective:

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 Contents

Module1: Introduction: Meaning-Definitions and scope of organizational behaviour-people- Organizational structure-technology and environment-OB as a Behavioral science-Contributing Discipline to OB-Psychology-Sociology-social psychology-Anthropology-Political science-OB and Management-Comparative roles in organization-Case studies.

Module 2: Foundations of Individual Behaviour: Biological Characteristics-Age-Sex-Marital Status-Number of Dependents-Tenure-Ability-Intellectual Abilities-Physical Abilities-The Ability-Job fit personality-personality determinants-Personality Traits-Major Personality Attributes influencing OB-Matching personality and Jobs-learning –Theories of learning shaping-Values, attitudes, and Job satisfaction: Importance of Values-Sources of Value system-Sources and types of Attitudes-case studies.

Module 3: Motivation: The concept of Motivation-Early Theories of Motivation-Hierarchy of Needs theory-theory X and Theory Y-Hygiene theory-contemporary theories of motivation-ERG Theory-three needs theory-cognitive evaluation theory and others –case studies.

Module 4: Foundation of group behaviour: Defining and classifying groups-group process-group tasks-cohesive groups-group dynamics-leadership-nature and importance-functions-styles-communications-nature and types-effective communication-Roles of Formal and informal communication-Conflict management-The process of conflict-types of conflict-functional and dysfunctional conflict-resolution of conflict-case studies.

References:

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

HC05: BUSINESS PROCESS OUTSOURCING AND VIRTUAL ENTERPRISE MANAGEMENT

1. Course Description:

Business process outsourcing and virtual enterprise management is very important to study in the management course. This subject is focusing on BPO, political and social issues of BPO and the concept of virtual enterprises.

2. Course Objectives:

Candidates will be able to understand BPO and its importance with respect to virtual enterprise and taking into account other relevant related issues.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course Contents:

Module 1: Business Process Outsourcing: Meaning, scope and importance - Methodologies - Transition Management - BPO Best Practices -Case Studies.

Module 2: BPO Political and Social Issues: BPO Social Issues - BPO Political Issues - Outsourcing And Cultural Differences - Job loss due to BPO - BPO helping

Economic development -Case Studies. - BPO Jobs - Making a Career in Outsourcing -Case Studies.

Module 3: BPO News and Media: BPO News Clips - BPO Press Releases - BPO Links - BPO Certifications-Case Studies.

Module 4: Virtual Enterprise Management: Meaning, scope and importance - Virtual Funding and venture capital-Case Studies.

References:

1. Architectural support for the advanced virtual enterprise - H. T. Goranson
2. Determining the anatomy of business systems for a virtual enterprise Ronald C. Beckett
3. Elements of a base VE infrastructure - Luis M. Camarinha-Matos, Hamideh Afsarmanesh
4. A planning and management infrastructure for large, complex, distributed
5. projects: beyond ERP and SCM - George L. Kovács, Paolo Paganelli
6. Virtual Reality Systems for Business by Robert J Thierauf
7. Strategic Outsourcing: A Structured Approach to Outsourcing Decisions and Initiatives by Maurice F. Greaver -ISBN: 0814404340 Publisher: American Management Association; (February 1, 1999)
8. Business Process Outsourcing: Process, Strategies, and Contracts (with disk) by John K. Halvey, Barbara Murphy Melby

Web sites

www.outsourceking.com - <http://www.vcfodder.com/> - <http://www.capitalvector.com/>
- <http://www.tsjmedia.com/>

HC06: BUSINESS RESEARCH METHODS

1. Course Description:

This course provides the coverage of business research methods, ethical issues in business research methods, research process, data collection methods, designing of questionnaire and various statistical tools like univariate and bivariate analysis

2. Course Objective:

The course is envisaged to provide the student 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.

3. 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.

4. Course Content:

Module 1: Introduction: Objectives and Role of Business Research–Distinct Features of Business Research-Theoretical Setting for Business Research–Ethical Issues in Business Research.

Module 2: Research Process: Developing a Research Proposal–Exploratory Research and Qualitative Analysis–Sources of Data- Methods of data collection–Techniques of Communicating with Respondents.

Module 3: Managing Research Assignment: Questionnaire Design-Sampling and Fieldwork Techniques-Measurement and Scaling Concepts-Attitude Measurement.

Module 4: 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 in Social Research, Partha Nath Mukherjee, Sage Publications

SC01: BUSINESS POLICY AND ENVIRONMENT

1. Course Description: This course provides the coverage of business as a social system, internal and external environment, business ethics, social responsibility and business policy.

2. Course objective:

The objective of this course is to provide the student the knowledge about human resources, their significance and managing them in organizations.

3. 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.

4. Course Contents:

Module 1: Introduction: Business in a social system; business and economic system; Business objectives; internal environment and external environment.

Module 2: Business Ethics: Principles of Business Ethics; Doctrine of trusteeship; unethical practices; good ethics and good business. Social responsibility of business; Doctrine of social responsibility: Rationale of social responsibility; control of monopoly and restrictive and unfair trade practices.

Module 3: Business Environment: Business in a social system-internal environment or business-externalenvironment-Economic-political-socio-cultural-technological environment –case studies.

Module 4: Business Policy: Importance of business policy-essentials of business policy-classification or business policy-Production policy-personnel policy- Financial policy-Marketing Policy-case studies.

References:

1. A 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 Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao.

SC02: STATISTICS FOR BUSINESS DECISIONS

1. Course Description:

The course comprises of probability theories, sampling techniques, time series analysis and multivariate analysis.

2. 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.

3. 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.

4. Course Contents:

Module 1: Probability: 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

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: Multiple regression and correlation analysis. Analysis of Variance. Application of multivariate analysis in business decisions. Using Statistical Package for Social Sciences (SPSS) to solve problems.

References:

1. Wonnacott and Wonnacott: "Statistics for Business and Economics" Wiley Publications
2. Wonnacott and Wonnacott: "Econometrics" Wiley Publications

3. Sanchetti and Kapoor: “Statistics”
4. Morris Hamber: “Statistical Analysis for Decision Making”
5. Richard Livin and David Robin: “Statistics for Management”

SC03: ENTERPRISE RESOURCE PLANNING

1. Course Description: This course provides the coverage of ERP system, ERP and related technology, Vendors, Consultants and users, In-House Implementation

2. Course Objectives:

Students will understand the scope of ERP systems and corporate motivation for implementing ERP. Students will appreciate the challenge associated with implementing such large-scale systems and the dramatic impact these systems have on key business processes. Students will learn how to develop work plans for an ERP implementation. Students will gain an understanding of process integration inherent in ERP. Students will experience the SAP software system through computer-based training materials and hands on experience.

3. Pedagogy:

The Course will be taught by a mixture of lectures, laboratory and tutorial sessions, and self-study exercises. The lectures will normally be used to introduce the various concepts and principles of the course’s topics. Each lecture will normally be followed by a laboratory session. During the laboratory sessions students will gain practical experience by applying ERP concepts; they will use material that will encourage each student to work at his/her own speed. For the self-study exercises and assessment, students are expected to spend time on unsupervised work in the computer laboratories and in private study

4. Course Contents:

Module 1: : Evolution of ERP, What is ERP? Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Various Modules of ERP, Advantage of ERP. An overview of Enterprise, Integrated Management Information, Business Modeling, ERP for Small Business, ERP for make to order companies, Business Process Mapping for ERP Module Design, Hardware Environment and its Selection for ERP Implementation.

Module 2: ERP and Related Technologies, Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM), ERP Modules, Introduction, Finance, Plant Maintenance, Quality Management, Materials Management

Module 3: ERP Market, Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA), QAD, A Comparative Assessment and Selection of ERP Packages and Modules. ERP implementation lifecycle, issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode).

Module 4: Vendors, Consultants and users, In-House Implementation - pros and cons, vendors, consultants, end user. Future Directions in ERP, New markets, new

channels, faster implementation methodologies, business modules and BAPIs, convergence on windows NT, Application platform, new business segments, more features, web enabling, market snapshot.

References:

1. Alexis Leon, “ERP Demystified”, Tata McGraw Hill, New Delhi, 2000
2. Joseph A Brady, Ellen F Monk, Bret Wagner, “Concepts in Enterprise Resource Planning”, Thompson Course Technology, USA, 2001.
3. Vinod Kumar Garg and Venkitakrishnan N K, “Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi, 2003
4. **Milestone Deliverables - The Hands-on Approach to Implementing ERP Systems- Peter gross- Pemeco Inc**
5. Network Resource Planning For SAP R/3, BAAN IV, and PEOPLESOFT: A Guide to Planning Enterprise Applications
by Annette Clewett, Dana Franklin, Ann Mc Cown
6. Business Process Oriented Implementation of Standard Software: How to Achieve Competitive Advantage Quickly and Efficiently Mathias Kirchner
7. **Internet resource:** www.erpfans.com

Lab – VIII - ERP Laboratory

Why ERP, how to select ERP for SME, Implementation method, BPR, Use of RFID and Supply chain management module. E-Manufacturing. Check list for efficient ERP implementation life cycle; ISO 9000, TS and QS integration with ERP, How-and-Why of ERP failure, budgeting (TCO) for the ERP Importance’s of the CRP run (Conference Room Pilot) -Case Studies.

SC04: TOTAL QUALITY MANAGEMENT

1. Course Description:

This course introduces the concept of total quality management. It focuses on meaning of quality, multiple dimension of quality and correlates of quality. It also presents principles of total quality management and multiple approaches to total quality management. It emphasizes on understanding special and common causes of unstable system and application of statistical methods to understand control and improve the system. It focuses on improvement of quality and productivity in financial services.

2. Course Objectives:

The aim of this course is to provide a deeper understanding of total quality management and its successful application in for-profit and not-for profit organizations.

3. Pedagogy:

Method of instruction consists of lectures, case study design and analysis, group discussions, seminar presentation, writing assignments and tests.

4. Course Contents:

Module 1: The Concept of Quality: History and Evolution. Definitions of Quality, Multiple Dimensions of Quality, and Correlates of Quality with cost, price, market share, productivity, and profitability.

Module 2: The Concept of Total Quality Management: Origin, Definitions and Core Principles of TQM. Approaches of W.A.Shewhart, W.E.Deming, J.M.Juran, Philip B.Crosby, Kaoru Ishikawa to TQM. Case studies on TQM practices in for-profit and not-for-profit organizations.

Module 3: Improvement of the System: Meaning of the System. Special Causes and Common Causes of an Unstable System. Requirements of a Stable System. Application of statistical methods to understand, control and improve the system of production and service.

Module 4: Quality in Service Organizations: Meaning of Service Quality and its characteristics. Differences and similarities between service and manufacturing organizations. Case studies on quality in service organizations.

References:

1. What Is Total Quality Control? The Japanese Way by, Kaoru Ishikawa, Prentice-Hall, Inc., Englewood Cliffs, New Jersey.
2. Out of the Crisis: Quality, Productivity and Competitive Position by W.Edwards Deming, Cambridge University Press, Cambridge.
3. 100 Methods for Total Quality Management, by Gopal K.Kanji & Mike Asher, Response Books, New Delhi.
4. Quality Planning and Analysis, By J.M.Juran & Frank M.Gryna, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
5. ISO 9000 Quality Systems Handbook By David Hoyle, Butterworth Heinemann, Oxford.

ELECTIVE GROUPS

GROUP A: BANKING TECHNOLOGY

Paper-1

SC05: BANKING TECHNOLOGY -1

1. Course Description: This subject covers information technologies enabling tool in business, different approaches to bank mechanization, electronic payment system and electronic fund transfers system

2. Course Objective:

To provide necessary knowledge and skills to analyze the opportunities and threats facing banking industry due to the emergence and proliferation of new technology and also describe the consequences of these innovations on theory of banking .

3. Pedagogy:

Lectures, presentation (individual and group) case analysis and computer practical sessions.

4. Course Contents:

Module 1: Information Technology as enabling tool in Business: various types of information technology hardware and software in common use. The different hardware and application architecture (Centralized Distributed, Client Server) available and I.T required operating PCs, server's networks, peripherals. Network Data Processing, Data Communication and E- Business Models – Internet, Intranet and Web Server Technology, building a corporate Website, Multimedia.

Module 2: Different approaches to bank Mechanization: Core Banking solutions – Stand alone computer systems, LAN and WAN, Local processing and batch Concepts; Online systems –minicomputers and mainframe networking Systems.

Module 3: Electronic payment systems: Teller machines at the bank counters, cash Dispensers, ATMs, Anywhere Anytime banking, Home banking (Corporate And Personal), online enquiry and update facilities personal Identification Numbers and their use in conjunction with magnetic cards of both credit and Debit cards, smart cards, signature storage and display by electronic means, cheque truncation, Microfiche, note and coin counting devices.

Module 4: Electronic fund transfers system-playing messages (telex or data Communication)-structured messages (SWIFT etc.), RTGS Information Technology: Current trends, Bank net RBI net, Demat, Nic net, I-net, Internet, E-mail etc, Role and use of technology up gradation, global developments in Banking technology, IT in finance and service delivery,

References:

1. Managing with information by H.Jerome Lenter
2. Computer information Technology Global business by Puri and Vipin Puri
3. Fundamentals of data base Systems by Jerome Lenter, Pearson
1. 4.Law of Information Technology, D.P.Mittal, Tax Man.

Core Banking –Practicals on Application Software (Any)

Using WAMP/LAMP create the following

Customer Master, accounts, Inventories and transactions, remittance and account closure, Clearing, Inquiries and reports

GROUP B: GLOBAL INFORMATION TECHNOLOGY MANAGEMENT

Paper-1

SC06: GLOBAL INFORMATION MANAGEMENT

1. **Course Description:** This paper provides the coverage of The Global Information Technology Management, global business and technology and global system development.

2. Course Objectives:

This course's main objective is for students to study how information culture may vary in different countries, how this variation may impact the adoption of information technologies, and how various information technologies can be used to strengthen the business competitiveness globally. Internet and World Wide Web are used as the

vehicle to demonstrate the capabilities of these technologies. Students are expected to learn managerial issues pertaining to development of global information systems. The emphasis is placed upon the interaction of many technological, political, and cultural issues and on how advances in information technology might change the business conduct in the future.

3. Pedagogy:

Lectures, presentation (individual and group) case analysis and E-assignments.

4. Course Contents:

Module 1: The Global Information Technology Management – The International Dimension – Global Information Technology Environment – Cultural, Political and Geo-economic Challenges.

Module 2: The global company – Global Business concept – Decentralization – Fundamental Business Transformation – Economies of Scale – Long-Term View.

Module 3: Global Business and Information Strategies – Transnational Strategies – Virtual operations via Global Alliances – World Markets and Mass Customization – Global Sourcing and Logistics – Transnational Information Policies and Standards.

Module 4: Global Business and Information Technology Applications – Global Products and Customers – Global Collaboration – Global Information Technology Platforms – The Internet on a global Information Technology Platform.

Module 5: Global Data Issues – Transporter data flows – Global Systems Development – Systems Development Strategies.

References:

1. “Globalization, Technology and Management” - Stephen and others, Harward Business School Press.
2. “Global Issues of Information Technology Management” (ed) – Shailendra Palvia and Others, Idea Group Publishing.
3. “Managing Information Technology in MNCs” – E.Roche, Mc Millan
4. “Management Information Systems” – J.O’ Brien, Galgotia.

OE 01 PERSONAL FINANICAL PLANNING

1. Course Description:

This course is designed to provide a deeper understanding of Personal Financial Management It focuses on basics of personal financial management, personal savings and investment plans, computation of return and risk factor of personal savings and investments, retirement savings plans.

2. Course Objectives:

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

3. 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.

4. 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:

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

EVEN SEMESTER SYLLABUS

HC01: ADVANCED PROGRAMMING CONCEPTS

1. Course Description: This course provides the coverage of OOPS concepts, C++ language, Java language and microprocessors

2. Course Objectives:

The course will teach students essential programming methodologies for designing and writing interactive, graphics-based applications. Topics will include object-oriented programming, graphical user interfaces, exception handling, multithreading, and networking along with concepts of microprocessor and assembly language

3. Pedagogy:

Lectures, presentation (individual and group) case analysis and computer practical sessions and E-assignments

4. Course Contents:

Module 1: OOPS concepts: Class Inheritance, Polymorphism, Overloading-Case Studies.

Module 2: C++ Language : C++ syntax and semantics and program development process, Arithmetic expressions, function calls and output, Program input and software design process, Conditions, logical expressions and selection control structures, Looping, Functions, Scope, lifetime and more on functions, Additional control statements, simple data types, arrays, list and strings, Records, classes, data abstraction and OO software development, Recursion-Case Studies.

Module 3: Java Language : Introduction to java, Overview of java language fundamentals, classes, arrays, strings and vectors, Interfaces, packages, and multithreaded programming, Managing exceptions and applet programming, graphics programming-Case Studies.

Module 4: Microprocessors: Introduction to Microprocessors, Micro based computer systems, architecture of 8086/8088-Case Studies. Assembly language, assemblers for the PC, addressing modes of 8086, data movement instructions, assembling, linking and executing programs, arithmetic and logic instructions-Case Studies.

References:

1. Programming in C++ - Nell Dale, Chip Weems and mark Headington-Narosa publishing House, 1999
2. Barry Brey- The Intel Microprocessor-4th ed-PHI
3. Michael Throne, computer Organization and assembly language
4. Java 2 Programming - Steven Holzner- dreamtech publications

Lab – II - Advanced Programming Concepts

Problems in C++ and Java language and Testing of Few Simple Programs using
Microprocessor - Writing Programs Using Assembly Programs

HC02: DATA WAREHOUSING AND BUSINESS INTELLIGENCE SYSTEMS

1. Course Description:

This course provides the coverage of data warehousing, online analytical processing, data mining primitives, Improving Decision making effectiveness using BIS

2. Course Objectives:

The course will introduce concepts and techniques of data mining and data warehousing with emphasis on building business intelligence, including concept, principle, architecture, design, implementation, application of data warehousing and data mining. Some systems for data warehousing and/or data mining will also be introduced.

3. Pedagogy:

The Course will be taught by a mixture of lectures, laboratory and tutorial sessions, and self-study exercises. The lectures will normally be used to introduce the various concepts and principles of the course's topics. Each lecture will normally be followed

by a laboratory session. During the laboratory sessions students will gain practical experience by applying data mining and data warehousing concepts; they will use material that will encourage each students to work at his/her own speed. For the self-study exercises and assessment, students are expected to spend time on unsupervised work in the computer laboratories and in private study

4. Course Contents:

Module 1: Introduction to data warehousing, multidimensional database, online analytical processing, and survey of data mining methods that extract useful information from data warehouses: e.g., decision tree. Business applications emphasized-Case Studies.

Module 2: Data mining primitives, languages and systems, Descriptive data mining: characterization and comparison, Association analysis, Classification and prediction, Cluster analysis, Mining complex types of data, Applications and trends in data mining

Module 3: Improving Decision making effectiveness using BIS

1. Introduction to effective BIS
2. Creativity underlies effective BIS-Case Studies.

Structure of Effective BIS

1. Effective decision making in BI environment
2. Effective system and software found in BIS
3. Data warehousing and computer networks found in BIS-Case Studies.

Module 4: Building effective BIS

1. Development and implementation Successful BIS-Case Studies. Effective BIS found in company's functional areas
2. Strategic Intelligence in corporate Planning
3. Tactical Intelligence in Marketing
4. Operational Intelligence in Manufacturing
5. Financial Intelligence in Accounts-Case Studies.

References:

1. Effective Business Intelligence Systems -by Robert J Thierauf –Greenwood Pub. Group
2. e-Business Intelligence: Turning Information into
3. Knowledge into Profit (Hardcover) - Bernard Liautaud
4. Business Intelligence Roadmap: The Complete Project
5. Lifecycle for Decision-Support Applications (Paperback)
Larissa T. Moss, Shaku Atre
6. Jiawei Han and Micheline Kamber, Data Mining: Concepts and Techniques, Morgan Kaufmann Publishers
7. Margaret Dunham, Data Mining: Introductory and Advanced Topics, Prentice Hall

8. Oracle, <http://www.oracle.com/>
9. Weiss, Sholom M.. - Predictive data mining: a practical guide / Sholom M. Weiss, Nitin Indurkhy. - San Francisco, Calif.: Morgan Kaufmann Publishers, 1998. – 1558604030
10. Advances in knowledge discovery and data mining / edited by Usama M. Fayyad. - Menlo Park, Calif. : AAAI Press; Cambridge, Mass.; London : MIT, 1996. – 0262560976
11. Thomsen, Erik, 1959-. - OLAP solutions: building multidimensional information systems / Erik Thomse. - 2nd ed. - New York; Chichester : Wiley, 2002. - 0471400300

Lab – VII - DATA WAREHOUSING AND BUSINESS INTELLIGENCE SYSTEMS
Use of BI tools and Use of Data Mining Tools in Knowledge Discovery

HC03: SOFTWARE MANAGEMENT

1. **Course Description:** This paper covers managing software project, quality, configuration management, object-oriented software engineering

2. Course Objectives:

The aim of the course is to give students the opportunity to increase their knowledge and experience of the management of software projects within IT environments by creating a project proposal, taking into consideration task durations, resource constraints and risks; by monitoring the progress of a project involving a number of participants and taking action where necessary and possible to ensure that a project achieves its goals; by organizing a project in such a way that the quality of the final products are of the required standards and by identifying areas where project procedures can be improved and taking steps to introduce those improvements.

3. Pedagogy:

Lectures, presentation (individual and group) case analysis, E-assignments and computer practical sessions

4. Course Contents:

Module 1: Managing software projects-Case Studies.

Module 2: Quality, configuration management, technical metrics and formal methods-Case Studies.

Module 3: Object-oriented software engineering-Case Studies.

Module 4: Reuse, Reengineering, client/Server SE and CASE-Case Studies. Software testing process maturity and framework for test process improvement and testing methods-Case Studies.

Reference:

1. ED kit: software testing in the real world, AW,1995
2. William Perry: effective methods of software testing, John Wiley, 1999
3. Beizer B : Software Testing techniques(SECOND EDITION), Van Nostrand Reinold,1990

4. Myers G J, The art of software testing, John Wiley, 1979
5. Roger S pressman: software engineering- A Practitioner approach(4th edition) Mcgraw-Hill,1997
6. Ian Sommerville: software engineering(5th edition), Addison- Wesly,1996

Lab – IV - SOFTWARE MANAGEMENT

Using CASE Tools Designing of Information System.

HC04: INTERNET TECHNOLOGY AND E-COMMERCE

1. Course Description: This course provides the coverage of Internet structure and protocols, the internet and intranet, Electronic market, Electronic business,

2. Course Objectives:

To gain a working knowledge of the basic mechanisms, services and protocols of the global Internet; to master HTML, CSS and JavaScript; to learn how to configure and work with web servers and web server extensions; to understand the overall architecture of efficient, scalable and secure web sites. Students will gain a strong technical knowledge and also will expose to ecommerce, e-payment and e-security.

3. Pedagogy:

Lectures, presentation (individual and group) case analysis, e-assignments and computer practical sessions.

4. Course contents:

Module 1: Internet structure and protocols, Overview of HTML,HTTP, Web servers, web Access, Proxies, CGI- Perl, and JavaScript / Applets-Case Studies.

Module 2: Building a corporate web site ,Browsing systems, the internet and intranet-Case Studies.

Module 3: Over view of E-commerce, Internet security, E-commerce and Internet-Case Studies.

Module 4: Electronic market, Electronic business, B2B e-Commerce, Business models, WAP, EDI, Electronic payment system-Case Studies. CRM and SCM-Case Studies.

Reference:

1. e-commerce –concepts, Models, Strategies by CSV Murthy- Himalaya Publishing
2. The Executive's Guide to Supply Management Strategies : Building Supply Chain Thinking into All Business Processes by David A. Riggs, Sharon L. Robbins
3. Supply Chain Optimization : Building the Strongest Total Business Network by Charles C. Poirier, Stephen E. Reiter
4. Building the Customer-Centric Enterprise by Claudia Imhoff & Jeff Gentry
5. CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real Time Author: Paul Greenberg

Lab – V - INTERNET TECHNOLOGY AND E-COMMERCE

Creating Website using HTML, PERL, JAVA Script and Applets

HC05: MAJORPROJECT WORK

Major Project Work would 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.

SC01: CAPITAL MARKET INSTRUMENTS

1. Course Description:

Capital markets in recent times are flooded with new and innovative instruments enhancing vibrancy and volume of capital markets. Every advanced programme in commerce should consist of a course in analysis and evaluation of various instruments traded in capital markets today.

2. Course Objectives:

The course intended to equip students an opportunity to understand:

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

3. 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.

4. Course Contents:

- Module 1:** Origin, Nature and Role of Capital Markets -Globalization of Capital markets- Capital Markets in India - Stock exchanges.
- Module 2:** Stocks, Bonds, Debentures – convertible debentures – ADRs - GDRs – ETFs – Units of Mutual funds
- Module 3:** Derivatives- Basic features – Role of Derivatives markets - Forwards and Futures
- Commodity Futures – stock Futures and Index futures.
- Module 4:** Options - 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

SC02: STRATEGIC MANAGEMENT

1. Course Description: This course provides the coverage of concept of strategic management, vision, mission and purpose of business definition, strategic analysis and choice strategic implementation and evaluation.

2. Course objective:

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.

3. 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.

4. Course Contents:

Module 1: 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 2: 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 3: Strategy implementation - Issues in implementation - Project implementation – Procedural implementation - Resource Allocation - Budgets - Organization Structure - Matching structure and strategy - Behavioural issues - Leadership style - Corporate culture - Values - Power - Social responsibilities – Ethics.

Module 4: Strategy Evaluation - Importance - Symptoms of malfunctioning of strategy - Organization anarchies - Operations Control and Strategic Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation,. New Business Models and strategies for Internet Economy - Shaping characteristics of E-Commerce environment - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business - Key success factors in E-Commerce

References:

1. A 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 Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao
7. Strategic Planning Formulation of Corporate Strategy - Ramaswamy
8. Strategic Management, 12th Ed. - Concepts and Cases - Arthur A. Thompson Jr. and A.J.Strickland
9. Management Policy and Strategic Management (Concepts, Skills and Practices) - R.M.Shrivastava
10. Strategic Management – Pearce
11. Strategy & Business Landscape - Pankaj Ghemawat

ELECTIVE GROUPS

GROUP A: BANKING TECHNOLOGY

Paper-2

SC03: E-BANKING AND E-SECURITY

1. **Course Description:** This provides the converge of Transaction websites components, E Banking support services, Wireless Banking, Risk Management of E-Banking Activities, Laws relating to Internet credit cards, Secure Electronic Transitions.

2. **Course Objectives:**
The aims of this course are to enable the student to describe and analyze the strategic role of the tools and methodologies of ICT in bank management and to demonstrate the ways that new services are creating value and differentiation. The course will use case studies to examine topics including standards, differentiation, security, smart cards, alliances and acquisitions on bank performance.

3. **Pedagogy:**
Lectures, presentation (individual and group) case analysis and computer practical sessions

4. **Course Contents:**
 - Module 1:** Introduction: Definition, Transaction websites components, E-Banking support services, Wireless Banking.
E-Banking Risk: Transaction/Operation Risk, Credit Risk, Liquidity/Internet Risk, Price Risk, Strategic Risk, Reputation Risk.

 - Module 2:** Risk Management of E-Banking Activities: Board of Management oversight, Managing outsourcing relationship, Information security Program Administrative control, Legal and compliance Issue.

 - Module 3:** Laws regulation and guidelines: Electronics money, Regulating e-transactions, Role of RBI and Legal issues, transnational transactions of E-Cash, Credit Card and Internet, Laws relating to Internet credit cards, Secure Electronic Transitions.

 - Module 4:** E-security: Introduction to New Challenges and new Threats, Security, Legal consideration. Information security Standards

References:

1. Mark O' Neill "Web Services Security".
2. Nixon Brian "Teach yourself E-Banking".
3. E-Banking: Global Perspective by Vivek Gupta, Edition June 2000, ICFAI University Press.
4. P.H. Bassett - Computerized Accounting, NCC Blackwell Ltd. , Oxford, 1994
5. M.C Shukla & T.S.Grewal, Advanced Accounts- S.Chand & Co. , New Delhi
6. Ravi Kalkota, Andrew B. Whinston, Electronic Commerce A Manager's Guide -
7. Pearson Education 2006.
8. MJ Cronin, Banking and Finance on the Internet, Van Nostrand Reinhold, 1997
9. Euromoney, Internet Finance Review, 2001
10. J Shaw and J Sperry, e-Commerce for Banks Credit unions and Insurance Companies, Electronic Commerce Strategies, 2000
11. MJ Cronin, Unchained Value: The New Logic of Digital Business, Harvard Business School Press, 2000
12. DS Stamoulis, How Banks Fit in an Internet Commerce Business Activities Model, Jnl of Internet Banking June 2000
13. www.fininter.net

Practical's on E-BANKING

Creating a bank web site and e-banking software using WAMP/LAMP

Creating master, checking balance, creating reports, and other e-banking services

GROUP B: GLOBAL INFORMATION TECHNOLOGY MANAGEMENT

Paper-2

SC04: KNOWLEDGE MANAGEMENT: TECHNOLOGIES AND PRACTICES

1. Course Description: This course provides the coverage of Knowledge Management, Knowledge assets – databases, Human-computer interactions, Artificial intelligence

2. Course Objectives:

This is an advanced course intended to help students to develop a holistic and integrated approach towards knowledge management. The objective is to expose the students to latest advancements in IT including artificial intelligence, human interface, etc.

3. Pedagogy:

Lectures, presentation (individual and group) case analysis, E-assignments and computer practical sessions

4. Course Contents:

Module 1: Knowledge Management (KM) -an integrated approach to identifying, capturing, retrieving, sharing and evaluating an enterprises information and knowledge assets-Case Studies.

Module 2: Knowledge assets - databases, documents, policies, and procedures as well as the un-captured, tacit expertise and experience resident in individual workers-Case Studies.

Module 3: Artificial intelligence, information retrieval, groupware, data warehousing-Case Studies.

Module 4: Human-computer interactions and multimedia/multilingual systems-Case Studies. Collaboration Computing-computer supported cooperative work. The adoption, deployment and use of Groupware. Research and development of information technology to enhance team productivity-Case Studies.

References:

1. The New Knowledge Management: Complexity, Learning, and Sustainable Innovation by Mark W McElroy

Lab – X - Knowledge Management: Technologies and Practices

Using Knowledge Management Tolls – Capturing, Retrieving, Sharing & Evaluation.

OPEN ELECTIVE
OE 01: RETAIL BANKING

1. Course Description:

This course is designed to provide a basic understanding of Personal Banking. It focuses on functions of banks, banker and customer relationship, Opening of bank accounts and their operations, bank deposits and loans and banking technology.

2. 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.

3. 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.

4. 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:

1. Machiraju, H.R., Indian Financial System, Vikas, New Delhi.
2. Verma, J.C. Merchant Banking, TMH, New Delhi.
3. Mithani and Gordeon, Banking Theory and Practice, Himalaya, Bombay.
4. Bhole, L.B., Financial Institutions and Markets, TMH, New Delhi.

OE 02 FINANCIAL ACCOUNTING

1. Course Description:

This course is designed to provide a basic understanding of financial accounting. It focuses on financial accounting concepts, principles, and procedures. Specific attention is devoted to preparation of financial statements.

2. Course Objectives:

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

3. 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.

4. Course Contents:

Module 1: Introduction: Meaning and purpose of financial accounting. Information needs of users. Basic principles and concepts of accounting.

Module 2: The Accounting Cycle-1: Analysis of business transactions, recording journal entries in the Journal, posting journal entries into the Ledger.

Module 3: The Accounting Cycle-1: Preparation of Unadjusted Trail Balance, recording adjustment and closing entries, and preparation of adjusted trail balance.

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

References:

1. Financial Accounting by Narayana Swamy, Prentice-Hall of India
2. Accounting : Text and Cases by Robert N. Anthony, McGraw-Hill.

UNIVERSITY OF MYSORE

D0S IN COMMERECE

CHOICE BASED CREDIT SYSTEM-2011-2012

M.COM. COURSE STRUCTURE AND SYLLABUS

MINIMUM CREDITS REQUIRED FOR M.COM. DEGREE

I to IV Semester s	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Number s	Credit s	Number s	Credit s	Number s	Credit s	Number s	Credit s
		11	48	5	20	2	8	18

MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A NORMAL PHASE TO SUCCESSFULLY COMPLETE M.COM. DEGREE IN FOUR SEMESTERS

Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	4	16	1	4	-	-	5	20
II	3	12	1	4	1	4	5	20
III	2	08	2	8	1	4	5	20
IV	2	12	1	4	-	-	3	16
TOTAL	11	48	5	20	2	8	18	76

MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A NORMAL PHASE TO SUCCESSFULLY COMPLETE M.COM. DEGREE IN ODD AND EVEN SEMESTERS

Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
ODD	6	24	3	12	1	4	10	40
EVEN	5	24	2	08	1	4	08	36
TOTAL	11	48	5	20	2	8	18	76

ODD SEMESTERS-M.Com

Sl. No.	Title of the Course	Hard Core/ Soft Core/ Open Elective	Number of Credits			
			L	T	P	Total
HCO1	Accounting Theory	HC	3	1	0	4
HCO2	Corporate Governance	HC	3	1	0	4
HCO3	Financial Management	HC	3	1	0	4
HC04	Marketing Management	HC	3	1	0	4
HC05	Business Research Methods	HC	3	1	0	4
HC06	International Business	HC	3	1	0	4
SC01	Business Policy and Environment	SC	3	1	0	4
SC02	Statistics for Business Decisions	SC	3	1	0	4
SC03	Management of Non-Profit Organizations	SC	3	1	0	4
SC04	Portfolio Management	SC	3	1	0	4
SC05	Elective Group A: Agri- Risk Management Paper:1 Agri- Commodity Derivatives	SC	3	1	0	4
SC06	Elective Group B :Bank Management Paper1: Principles of Bank Management	SC	3	1	0	4
SC07	Elective Group C: Business Taxation Paper 1: Indirect Tax Law and Practice	SC	3	1	0	4
SC08	Elective Group D: Financial Accounting Paper 1:Contemporary Areas of Financial Accounting	SC	3	1	0	4
SC09	Elective Group E: Financial Management Paper 1: Futures, Options and Swaps	SC	3	1	0	4
SC10	Elective Group F: Human Resource Management Paper 1: Strategic Management of Human Resources	SC	3	1	0	4
SC11	Elective Group G: International Business Paper 1:International Business Institutions and Agreements	SC	3	1	0	4
SC12	Elective Group H: Management Accounting Paper 1:Marginal Costing and Decision Making	SC	3	1	0	4
SC13	Elective Group I: Marketing Management Paper 1:Advertising and Brand Management	SC	3	1	0	4
OE01	Personal Financial Planning	OE	3	1	0	4

EVEN SEMESTERS-M.Com.

Sl. No.	Title of the Course	Hard Core/ Soft Core/ Open Elective	Number of Credits			
			L	T	P	Total
HC01	Capital Market Instruments	HC	3	1	0	4
HC02	Human Resource Management	HC	3	1	0	4
HC03	Organizational Behavior	HC	3	1	0	4
HC04	International Accounting	HC	3	1	0	4
HC05	Major Project Work	HC	0	2	6	8
SC01	Computer Applications in Commerce	SC	2	1	1	4
SC02	Strategic Management	SC	3	1	0	4
SC03	Elective Group A: Agri- Risk Management Paper 2: Weather Risk Management	SC	3	1	0	4
SC04	Elective Group B: Bank Management Paper-2 Credit Risk Management	SC	3	1	0	4
SC05	Elective Group C : Business Taxation Paper 2: Corporate Tax Law and Planning	SC	3	1	0	4
SC06	Elective Group D: Financial Accounting Paper 2: International Financial Reporting Standards	SC	3	1	0	4
SC07	Elective Group E: Financial Management Paper 2:Financial Derivatives as Hedging Tools	SC	3	1	0	4
SC08	Elective Group F: Human Resource Management Paper2: International Human Resource Management	SC	3	1	0	4
SC09	Elective Group G: International Business Paper 2.Foreign Exchange Management	SC	3	1	0	4
SC10	Elective Group H: Management Accounting Paper 2: Tools and Techniques of Control	SC	3	1	0	4
SC11	Elective Group I: Marketing Management Paper 2.Supply Chain Management	SC	3	1	0	4
OE01	Retail Banking	OE	3	1	0	4
OE02	Financial Accounting	OE	3	1	0	4

Elective Groups:

Any one *group* from the available electives shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later. The Department will announce at the end of the second 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.

Major Project Work:

A student in the fourth semester shall register for a Major Project Work which carries 8 credits. The guide for the Major Project Work shall be allotted to the students in the third

semester. Work load for Major Project Work tutorial class is 2 hours per batch of 8 students per week for the teacher. The student shall do field work and library work in the remaining 6 hours per week. Continuous assessment criteria for major project work include:

Component-I(C₁): Periodic Progress and Progress Reports (25%)

Component- II (C₂): Results of Work and Draft Report (25%)

Component-III (C₃): Final Viva-voce and evaluation (50%). The report evaluation is for 30% and the Viva –Voce examination is for 20%

Continuous Assessment:

Continuous assessment shall be conducted by the course teacher for the course he/she is teaching according to the following schedule

C ₁					
Week	2 nd	4 th	6 th	8 th	Total
Marks	10	15	10	15	50

50% of the marks scored out of 50 marks assessed is the marks of C₁

C ₂					
Week	10 th	12 th	14 th	16 th	Total
Marks	10	15	10	15	50

50% of the marks scored out of 50 marks assessed is the marks of C₂

Continuous Assessment Criteria:

Continuous Assessment Criteria shall be decided by the course teacher at the beginning of the semester and shall be informed to the students in advance. Continuous Assessment Criteria include the following:

Case study design, analysis and presentation; assignment writing; seminar presentation, group discussion and panel discussion on contemporary issues; review of research articles and its presentation; review of reports submitted by committees, expert groups to RBI, SEBI, Government etc; Review of implementation of regulations and guidelines issued by regulatory agencies; reading and analysis of annual reports , exercise problem solving, tests and any other criterion to be chosen by the course teacher.

**M.COM- SYLLABUS
ODD SEMESTERS
HC01: ACCOUNTING THEORY**

1. Course Description

The course provides the coverage of the meaning of accounting theory, its types, approaches to formulate accounting theory; the IASB’s conceptual framework; recognition, measurement and disclosure of elements of financial statements.

2. 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.

3. 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 will be the integral part of instruction.

4. Course Contents:

- Module 1: The Meaning of Accounting Theory:** The meaning of accounting theory; relationship with accounting research and practice. Types of accounting theories- syntactical, semantical and behavioural theories. Approaches to formulation accounting theory. Types of ownership theories - proprietary, entity and fund theories.
- Module 2: The Conceptual Framework of Accounting:** The IASB Framework for the Preparation and Presentation of Financial Statements-preface, purpose and scope; Users and their information needs; Objectives of financial statements; Underlying concepts and assumptions; Qualitative characteristics of financial statements; Constraints on relevant and reliable information; True and fair view; the elements of financial statements; Structure and format of financial statements.
- Module 3: Definition, Recognition, Measurement and Disclosure of Elements of Income Statement:** The concept of revenue and expense; their recognition principles and processes, measurement methods and disclosure issues. Recognition, measurement and disclosure of gains and losses from extraordinary items, unusual items, discontinued operations, effects of changes in accounting principles, and prior period items. Problems. Case studies on annual reports of companies.
- Module 4: Definition, Recognition, Measurement and Disclosure of Elements of Balance Sheet:** Definition of asset, liability and owners' equity; their types and characteristics. Recognition, measurement and disclosure of long-term and short-terms assets and liabilities, owners' equity and retained earnings. Problems. Case studies of annual reports of companies.

References:

1. Anthony R.N., D.F. Hawkins and K.A. Merchant, *Accounting: Text and Cases* , McGraw Hill, 1999
2. Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, *Financial Accounting Theory and Analysis: Text Readings and Cases*, John Wiley and Sons, 2005.
3. Ahmed Riahi Belkaoui, *Accounting Theory*, Quorm 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, *Intermidate Accounting*, Irwin McGraw-Hill.
7. Eldon S. Hendriksen, *Accounting Theory*.
8. www.iasb.org.
9. www.icaai.org.
10. www.dca.gov.in

HC02: CORPORATE GOVERNANCE

1. Course Description:

The course provides coverage of concept of corporate governance, ethics , Corporate Social responsibility and corporate governance in India and reforming of BOD and different committees

2. Course Objectives: This subject aims to:

- a. Enable the student to understand the concept of corporate governance;
- b. Help students to know about corporate ethics and cultural influences;
- c. Impart knowledge of corporate social responsibility and accountability; and
- d. Give information about the corporate governance reforming committee reports in India.

3. . Pedagogy:

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

4. Course Contents:

Module 1: concept of corporate governance: Its importance-corporate governance and Agency theory-benefits of good corporate governance-present scenario-case studies.

Module 2: corporate ethics: Concept and Importance –benefits of corporate ethics-corporate philosophy and culture-managing ethics and legal compliance-case analysis.

Module 3: corporate social responsibility: Corporate crimes-company and society relations-corporate social challenges-corporate accountability-business and ecology-case analysis.

Module 4: corporate governance in india: Reforming BOD- Birla Committee-Naresh Chandra Committee-Narayana murthy committee-Audit committee-Corporate governance code-The future scenario-case studies.

References:

1. Business ethics by L.P. Hartman, Tata Mc Grawhill.
2. Business ethics by W.H.Shaw-(Thomson)
3. Corporate management and Accountability by L.C. Gupta (Mc Millan Institute for FM and Research, Chennai-1974)
4. Strategic Management by Hill, Ireland and Horkisson (Thomson)
5. Business and society by Keith Davis (Mc Graw Hill)

HC03: FINANCIAL MANAGEMENT

1. Course Description:

Financial management is a functional area in general management. This subject is focusing on introduction, scope and importance of financial management, investment decisions, capital structure decisions, dividend decisions and working capital management.

2. Course Objectives:

Candidates will be able to understand financial management concepts and its important functions taking into account other relevant financial issues.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course Contents:

Module 1: Introduction: Meaning, Scope, and functions of Financial Management. Corporate Objectives-Profit Maximization and Wealth Maximization, their social implications. Concept of Cash Flow and Time value of money.

Module 2: Capital Budgeting Decisions: Appraisal criteria for capital budgeting decisions-traditional and discounted cash flow techniques. Multiple IRRs. Conflicts in appraisal criteria, resolution of conflicts, Capital Rationing.

Module 3: Working Capital Management: Meaning and determinants of working capital; Management of components of working capital – cash, debtors and receivables, inventory. Determination of optimal investment in working capital.

Module 4: Capital Structure and Cost of Capital: Capital structure theories-NI, NOI, traditional and M-M theories; EBIT -EPS Analysis. Cost of Capital - Computation of cost of equity, retained earnings, preference capital and debt-weighted average cost of capital, Application of Capital Asset Pricing Model in cost of capital.

References:

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

HC04: MARKETING MANAGEMENT

1. Course Description:

This course provides the coverage of marketing concepts, marketing in 21st Century, marketing environment, and market oriented strategic planning, E- commerce, online marketing.

2. Course objective:

The subject is designed to give insights to the students about the applications of marketing concepts in business to business marketing scenario as it is different from consumer marketing due to some inherent characters. As industrial or business marketing is emerging as one of the major employment provider, the subject needs a special attention.

3. Pedagogy:

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

4. Course Contents:

Module 1: Marketing concepts and tools: Meaning and definition of marketing –scope of marketing-core marketing concepts –evaluation of marketing concepts and its stages – objectives of marketing – building customer satisfaction, value and retention. Direct marketing vis-à-vis on-line marketing – major channels of direct marketing – marketing in 21st century – e-commerce, advantages and disadvantages of direct marketing and on-line marketing.

Module 2: Scanning the marketing environment : Analysis of needs and trends in macro-environment –classification of macro environment- classification of macro environmental factors.

Module 3: Market-oriented strategic planning - corporate and division strategic planning – business strategic planning.

Module 4: Developing marketing strategies - positioning the product, differentiation tools, developing the positioning strategies, product life cycle, marketing strategies, designing competitive strategies. Product line decisions, brand decisions, pricing decisions, promotion decisions, channel decisions.

References:

1. Philip Kotler, Marketing Management, PHI , New Delhi.
2. Rajan Saxena, Marketing Management, TMH , New Delhi.
3. Stanton, Fundamentals of Marketing, TMH, New Delhi.
4. Gandhi, marketing: A Managerial introduction, TMH, New Delhi.

HC05: BUSINESS RESEARCH METHOD

1. Course Description:

This course provides the coverage of business research methods, ethical issues in business research methods, research process, data collection methods, designing of questionnaire and various statistical tools like univariate and bivariate analysis

2. Course Objective:

The course is envisaged to provide the student 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.

3. 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.

4. Course Content:

Module 1: Introduction: Objectives and Role of Business Research–Distinct Features of Business Research-Theoretical Setting for Business Research–Ethical Issues in Business Research.

Module 2: Research Process: Developing a Research Proposal–Exploratory Research and Qualitative Analysis–Sources of Data- Methods of data collection–Techniques of Communicating with Respondents.

Module 3: Managing Research Assignment: Questionnaire Design-Sampling and Fieldwork Techniques-Measurement and Scaling Concepts-Attitude Measurement.

Module 4: 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 in Social Research, Partha Nath Mukherjee, Sage Publications

HC06: INTERNATIONAL BUSINESS

1. Course Description: This course provides the coverage of international marketing, international trade, international- global sourcing, international business environment, multinational corporations and India in the global setting.

2. 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 across the political territories. He/She would also get an insight in to the policy environment in India regarding the international business.

3. Pedagogy:

The course would be taught under LTP method. The lecture sessions are designed to be interactive with the student expected to come prepared with basic reading suggested before every session. The tutorial sessions are basically group exercises with each designated 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.

4. Course Contents:

Module 1: Introduction: International Marketing-Trends in International Trade-Reasons for Going International-Global Sourcing and Production Sharing-International Orientations-Internationalization Stages and Orientations-Growing Economic Power of Developing Countries-International Business Decision-Case Studies.

Module 2: International Business Environment: Trading Environment-Commodity Agreements-Castes-State Trading-Trading Blocks and Growing Intra-Regional Trade-Other Regional Groupings-SAARC-GATT/WTO and Trade Liberalization-The Uruguay Round-Evaluation-UNCTAI.

Module 3: Multinational Corporations: Definition-Organizational Structures-Dominance of MNC's-Recent Trends-Code of Conduct-Multinationals in India-Case Studies.

Module 4: 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 Regulation in India: Trade Strategies-Trade Strategy of India-Export-Import Policy-Regulation and Promotion of Foreign Trade in India-Case studies.

References:

1. Chadha.G.K : WTO and Indian Economy
2. G.S.Batra & R.C.Dangwal : International Business : New Trends
3. Jean Pierre & H.David Hennessey : Global Marketing Strategies

SC01: BUSINESS POLICY AND ENVIRONMENT

1. Course Description:

This course provides the coverage of business as a social system, internal and external environment, business ethics, social responsibility and business policy.

2. Course objective:

The objective of this course is to provide the student the knowledge about human resources, their significance and managing them in organisations.

3. 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.

4. Course Contents:

Module 1: Introduction: Business in a social system; business and economic system; Business objectives; internal environment and external environment.

Module 2: Business Ethics: Principles of Business Ethics; Doctrine of trusteeship; unethical practices; good ethics and good business. Social responsibility of business; Doctrine of social responsibility: Rationale of social responsibility; control of monopoly and restrictive and unfair trade practices.

Module 3: Business Environment: Business in a social system-internal environment or business-external environment-Economic-political-socio-cultural-technological environment –case studies.

Module 4: Business Policy: Importance of business policy-essentials of business policy-classification or business policy-Production policy-personnel policy- Financial policy-Marketing Policy-case studies.

References:

1. A 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 Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao.

SC02: STATISTICS FOR BUSINESS DECISIONS

1. Course Description:

The course comprises of probability theories, sampling techniques, time series analysis and multivariate analysis.

2. 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.

3. 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.

4. Course Contents:

Module 1: Probability: 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

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: Multiple regression and correlation analysis. Analysis of Variance. Application of multivariate analysis in business decisions. Using Statistical Package for Social Sciences (SPSS) to solve problems.

References:

1. Wonnacott and Wonnacott: "Statistics for Business and Economics" Wiley Publications
2. Wonnacott and Wonnacott: "Econometrics" Wiley Publications
3. Sanchetti and Kapoor: "Statistics"
4. Morris Hamber: "Statistical Analysis for Decision Making"
5. Richard Livin and David Robin: "Statistics for Management"

SC03: MANAGEMENT OF NONPROFIT ORGANISATIONS

1. Course Description:

This course provides the coverage of non-profit enterprises, accounting and finance in the non-profit organizations, human resource management in non-profit organization and governance and professionalism in NPO

2. Course Objective:

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.

3. 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.

4. Course Content:

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:** Accounting & Finance – Financial reporting in nonprofits; Distinct needs of nonprofit accounting; Sources of funds and their implications; Basic tenets of fund management in nonprofits
- Module 3:** Human Resource Management – Volunteers & Staff, Critical issues of compensation, quality and retention, Training and development, Incentives and Motivation
- Module 4:** Governance and Professionalism – Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality

References:

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

SC04: PORTFOLIO MANAGEMENT

1. Course Description:

Portfolio analysis and management is a course in financial management. This includes portfolio investment analysis, risk analysis and optimal combinations of securities which lead to create effective return on investment.

2. Course objectives:

Candidates will be able to apply appropriate portfolio decisions and recommend relevant methods of evaluation techniques taking into account other factors affecting investment decisions.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course contents:

- Module 1:** Efficient Market Hypothesis - Random walk, Levels of efficiency – Weak, semi-strong and strong, Techniques for measuring efficiency, Empirical tests. Portfolio analysis, Markowitz risks return optimization
- Module 2:** Economic Analysis - Economic and industry analysis - Economic forecasting and stock investment decisions - Industry analysis - Industry lifecycle - Company analysis- Forecasting company earnings - Valuation of companies - Regression and correlation analysis in forecasting revenues and expenses - Applied stock valuation –Bond analysis and valuation.
- Module 3:** Portfolio Analysis – Theory and Practices – Risk Analysis – Types of Risks – Risk Management –Diversification of risk – Analysis of risk – Building a balanced portfolio. Characteristics of portfolio – Principles and Practices – Characteristics of Portfolio Analysis – Liquidity Vs. Safety – Income Vs. growth – Short Term and Long Term –Risk Vs. Return – Need for insuring risk to attract stable investors.
- Module 4:** Portfolio Performance Evaluation - Mutual funds - Geometric mean return - Sharpe, Treynor and Jensen’s performance measures - Optimal portfolio

selection – importance of computer data analysis of security analysis and portfolio analysis

References:

1. Portfolio Analysis and Management – Ballad
2. Modern Portfolio Theory and Investment Analysis – Edwin J. Elton and Martin J. Grubor.
3. Security Analysis and Portfolio Management – Fisher and Gordon
4. Security Analysis and Portfolio Management – V. A. Avdhani
5. Financial Engineering: A complete guide to financial innovation – Marshal / Bansal

ELECTIVE GROUPS
GROUP A: ARI-RISK MANAGEMENT
Paper-1

SC05: AGRI- COMMODITY DERIVATIVES

1. Course Description

Discovering future prices of agricultural commodities is critical to achieve the twin objectives of stability of commodity markets and remunerative prices for producers.. Commodity derivatives (CDs) market is expected to play a crucial role in this respect. Hence this course is about an analysis of growth and effectiveness of commodity derivatives market in India.

2. Course Objectives:

The principal objectives of the course are to enable students:

- i) Understand and appreciate the relevance of Commodity derivatives market ,
- ii) Understand different types of commodity derivatives,
- iii) Grasp the factors influencing the growth of Commodity derivatives market in India.
- iv) Evaluate the performance of Commodity derivatives market in India, and
- v) Achieve proficiency in handling commodity futures for hedging and accounting.

3. Pedagogy:

Lecture-Tutorials- Practical's (LTP) model will be the basic approach used for delivering the course with a focus on case study analysis of performance of each of the commodity exchanges at the national level. Empirical studies shall be encouraged to ascertain the role of Commodity derivatives market vis-à-vis price dynamics.

4. Contents:

Module 1: History of CDs- importance of CDs- Types of CDs- Factors influencing growth of CDM- Indian scenario.

Module 2: Commodity forwards and futures- Trading / settlement mechanisms- pricing and valuation- hedging with commodity futures.

Module 3: Commodity exchanges in India- NCDEX, MCX, NCX, etc- Performance evaluation- regulatory framework.

Module 4: Accounting for Derivatives- mark-to-market accounting – Hedge accounting- international standards.

References

- i) Commodity and Financial Derivatives by Kevin S - Prentice Hall of India
- ii) Commodity Derivatives: Markets and applications [ISBN-13] By NC. Schofield

- [India times shopping]
- iii) Derivatives & Risk management by R. Madhunath, M Ranganathan - Pearson (India)
 - iv) Derivatives & Risk management by Sundaram Janakiramanan - Pearson (India)
 - v) Risk management and Insurance: perspectives in a global economy- by H.D Skipper & W.J Kwon. (Mc Wiley)

GROUP B: BANK MANAGEMENT

Paper-1

SC06: PRINCIPLES OF BANK MANAGEMENT

1. Course description:

This course provides the details about nature of banking business, financial institutions in India, organizing and managing banks, financial management in commercial banks and process of bank management.

2. Course Objective:

To provide an understanding of the nature and functioning of banks. The participants will be enabled to grasp the basic principles governing the organization and financial affairs banking institutions.

3. Pedagogy:

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests. Solving problems and evaluating decisions involving the financial data of selected banks will be integral part of instruction

4. Course Contents:

- Module 1:** Nature of Banking Business: Banking and other financial institutions in India; Official regulations and control over banks and other financial institutions; Socio-economic environment and socio obligations of bank in India; An overview of monetary system in India.
- Module 2:** Organizing and Managing Banks: Alternative organizational structures of banks; Forms of banking – unit banking, branch banking, group banking, chain banking, satellite and affiliate banking, and correspondent banking; Organizational structure of bank and relative advantages and disadvantages.
- Module 3:** Financial Management in Commercial Banks: Management of liabilities; Management of assets; Expenditure control and profitability.
- Module 4:** Process of Bank Management: Planning; Organizing; Co-ordination; Motivation: Control; Manpower Planning – Employee selection; Appraisal and promotion.

References:

1. Desai, Vasant: Principles of Bank Management, Himalaya Publishing House, Delhi.
2. Reed, E.W.: Commercial Bank Management, Harper and Row Publishers, New York.
3. Ghotgalkar, R.K.: Service Conditions of Bank Employees, Himalaya Publishing House, Delhi.
4. Ghotgalkar, R.K.: Disciplinary Action in Banks, Himalaya Publishing House, Delhi.

5. Subha Rao, P.: Principles and Practice of Bank Management, Himalaya Publishing House, Delhi.
6. Srivastava, R.M.: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.
7. Sundharam, K.P.M.: Banking theory, Law and Practice, Sultan Chand, New Delhi.
8. Merrill: Financial Planning in the Bank, Macmillan India Ltd., New Delhi.
9. Joshi, Vasant C: Managing Indian Banks – The Challenges Ahead, Response Books (A division of Sage Publications) New Delhi.
10. Raut, K.C. and Dass, S.K.: Commercial Banks in India: Profitability, Growth and Development, Kanishka Publishers Distributors, New Delhi.
11. Agrawal, H.N.: A Portrait of Nationalized Banks – A Study with Reference to Their Social Obligations, Inter India Publications, New Delhi.

GROUP C: BUSINESS TAXATION

Paper-1

SC07: INDIRECT TAX LAW AND PRACTICE

1. Course Description:

This paper is to educate the students regarding the importance of the indirect taxes in the Indian economy. The role of indirect taxes by comparing it with direct taxes.

2. Course Objectives:

1. To understand the importance of indirect taxes in the Indian economy
2. To know the impact, shifting and incidence process of indirect taxes from manufacturer to consumer
3. To understand the implications of indirect taxes on the taxable capacity of the society at large.
4. To compare the relevance of excise and customs duties, to calculate the assessable value and incidence of tax.
5. Practical assessment of tax burden.
6. As a tax consultant the students must be educate the compaly managers in proper planning and payment of tax.
7. To make the students to understand the concept of indirect tax with the multidimension as a tax consultant and tax authority

3. Pedagogy:

1. Lecture
2. Tutorial
3. visit/case study

4. Course Contents:

Modul-1: **Excise Duty:** Nature of Excise Duty-Definitions-Basis of Duty Payable-Basis of Assessable Value-Transaction Value as Assessable Value-Inclusions in and

Exclusions from Transaction Value-Valuation Rules to Determine Assessable Value-Sale to a Related Person. Excise Duty on Small Scale Industries.

Module-2: Value Added Tax: Concept of value added. Cascading Effect of Taxes CENVAT, Cascading Effect of Taxes: CENVAT on Inputs-CENVAT on Capital Goods- Dealers' Invoice for CENVAT. Exemptions from Excise Duty- Payment of Duty>Returns-Assessment-Recovery and Refunds Administrative Set Up of Central Excise,

Modul-3: Customs Duty: Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act, 1975 and the related Rules. Principles governing levy of customs duty, types of duty including protective duty, safeguard duty, countervailing duty and anti-dumping duty and exemption from customs duties. Basic principles of classification of goods and valuation of goods. Customs authorities, appointment of customs ports, warehousing stations. Provisions governing conveyance, importation and exportation of goods, special provisions regarding baggage, goods imported or exported by post, and stores.

Modul-4: Service Tax :Scope of Service Tax-Taxable Service- Administration of the Act-Exemptions from Service Tax-Rate of Service Tax- Computation of Service Tax in Case of Advertising Agency Services: Banking and Financial Services-General Insurance Services-Telephone and Pager Services-Tour Operating Services.

References:

1. V.S.Datey - Indirect Taxes- Law and Practice
2. Karnataka VAT Manuals
3. Vinod K. Singania - Service Tax
4. Bare Acts of Excise, VAT, CENVAT

GROUP D: FINANCIAL ACCOUNTING

Paper-1

SC08: CONTEMPORARY AREAS OF FINANCIAL ACCOUNTING

1. Course Description:

This course focuses on contemporary areas of financial accounting which are likely to be of interest to a wide range of stakeholders including investors, employees, society, government agencies and public at large. The course provides the coverage of accounting for the effects of price changes, intangible assets, hedging, social and value added.

2. Course Objectives:

The aim of this course to provide knowledge and skills to the students on contemporary areas of financial accounting and to bring attitudinal changes to innovations in accounting and to develop professional knowledge and skills in contemporary areas.

3. 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.

4. Course Contents:

- Module 1 :** **Accounting for the Effects of Price Level Changes :** Impact of changing prices on conventional financial statements. Consumer Price Index Numbers as a measure of price level changes. Restatement of financial statements under General Purchasing Power of Accounting and Current Cost Accounting. Concepts of physical and financial capital maintenance.
- Module 2:** **Accounting for Intangible Assets:** Nature and classification of intangible assets. Basic principles of accounting for intangibles. Accounting for human resources, brands, copyrights, patents, and goodwill. IFRS on intangible assets. Analysis of accounting for intangible assets in the annual reports of companies.
- Module 4:** **Hedge Accounting :** Definition of hedging. Hedging techniques- forwards, futures, options and swaps. Hedge accounting as per IFRS, Indian AS and RBI guidelines. Designated and non-designated hedges. Recognition, measurement and disclosure of derivatives and hedged items. Cash flow and Fair value hedges. Hedge effectiveness. Hedge termination. Analysis of hedge accounting disclosures in the annual reports of companies.
- Module 4:** **Social and Value Added Accounting:** Theory and practical applications of Social accounting- social economy, social objectives, defining social accounting. Social accounting versus social auditing. Approaches to social accounting. Analysis of social accounting disclosures in the annual reports of companies. Meaning of value added. Correlates with profit, price level changes and cost. Value added statement. Analysis of value added accounting disclosures in the annual reports of companies.

References:

1. What Counts: Social Accounting for Nonprofits and Cooperatives, Laurie Mook, Jack Quarter and Betty Jane Richmond, Sigel Press, London
2. Human Resource Accounting by Flamholtz, Eric, Jossey –Bass, San Francisco.
3. Accounting Theory: An Introduction by L.S.Porwal, Tata McGraw-Hill Publishing Company Ltd. New Delhi.
4. www.iasb.org. www.rbi.org. www.icaai.org.

GROUP E: FINANCIAL MANAGEMENT

Paper-1

SC09: FUTURES, OPTIONS & SWAPS

1. Course Description:

The course is designed to provide basic knowledge about risk management and the new instruments of capital market i.e., derivatives used for managing risk. It mainly comprises of a description of the concepts of risk management, forwards/futures, options and swaps along with the trading mechanics and pricing of these instruments.

2. Course Objectives:

Perhaps no course in modern finance will be complete without topics in derivatives. Derivatives can play an important role in promoting growth of CMs world over and form an integral part of knowledge base of financial managers. The course aims to help the students in:

- (1) Basic understanding of the role and significance of risk management
- (2) Critical understanding and appreciation of the role of derivative markets and instruments
- (3) Understanding the trading mechanics and technology involving derivative contracts.
- (4) Applying the basic valuation models for pricing the derivative assets.

3. Pedagogy:

Class room teaching of basic derivative concepts shall be followed by a series of individual seminar presentations, group seminars, discussions and case study analysis relating to futures, options and swaps. Assigned problems are to be worked on an individual basis, followed by group discussion of case problems.

4. Course Contents:

Module 1: Risk Management –Sources of risk - Objectives and functions of Risk Management –Importance-Tools of Risk Management.

Module 2: Introduction to derivatives -Forward and Futures: Features of Forwards and Futures-Social Benefits-Trading Mechanics- pricing of F & F– valuation of F & F

Module 3: Options: Terminology-Options Payoffs-Trading in Options-Valuation of Options-Black Scholes Options Pricing Model-BOP model.

Module 4: Swaps-Evolution-Types of Swaps-Currency Swaps-Interest Rate Swaps-Designing Currency and Interest Rate Swaps-Valuation of Swaps.

References:

1. Risk Management – Insurance and Derivatives – By G.Kotreshwar (HPH)
2. Introduction to Futures and Options Markets – By John Hull (PHI)
3. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
4. Futures and Options – By Edwards and Ma (Mc Graw Hill)

GROUP F: HUMAN RESOURCE MANAGEMENT

Paper-1

SC10: STRATEGIC MANAGEMENT OF HUMAN RESOURCES

1. Course Description:

This course Strategic Management of Human Resources covers concept of HRM, objectives, corporate strategy in HRM practice, Industrial relations perspectives, trends in HRM , Grievance procedure and ethical issues in HRM

2. Course Objective:

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.

3. 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.

4. Course Contents:

- Module 1:** Introduction- Concept- Personnel/Human Resource Function in India- Emergence of HRM- Distinctive features of HRM- Ensuring underpinning of HRM to business strategy: In practice Objectives of HRM- Corporate Strategy and Strategic HRM- Concept- The origin- Strategic Human Resource Management- Aligning HR to Corporate Strategy- HRM in practice
- Module 2:** Industrial Relations Perspectives-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 Labour legislations Employees’ Participation in organization-Collective bargaining-Grievance procedure.
- Module 3:** Trends in HRM: Strategic approach HR role as a catalyst-Scope and nature of HRM-Human Resource outsourcing-Planning retirement-Trends in 21st century in wages/salary schemes
- Module 4:** Human resource management in other countries: A comparative analysis Human resource management in Japan-HRM in the united states of America- International Human resource management: An Analysis-HRM in Single European Market-HRM in Eastern Europe. ETHICS- Introduction- reasons for emergence of ethics in India- Work Ethics: Concept-Business Ethics: Concept-Application and scope of business Ethics-Corporate Social Responsibility: Concept-Corporate governance- Basics of good governance- Culture in organization- Ethical leadership.

References:

1. Strategic Human Resource Management-Text and cases-K.Prasad.Mc Millan
2. Human Resource Management- Gary Desler-Pearson Education.
3. Human Resource Management - Raymond Noe

GROUP G: INTERNATIONAL BUSINESS

Paper-1

SC11: INTERNATIONAL BUSINESS INSTITUTIONS AND AGREEMENTS

1. Course Descriptions:

This course provides the coverage of International economic system, International trading agreements, regional economic integration, MNC’s and Joint Ventures

2. 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 across the political territories. She/he would also get an insight in to the policy environment in India regarding the international business.

3. Pedagogy:

The course would be taught under LTP method. The lecture sessions are designed to be interactive with the student expected to come prepared with basic reading suggested before every session. The tutorial sessions are basically group exercises with each designated group handling a prescribed module for presentation and

interaction, in a three-way interactive process. The practical sessions basically involve preparing field reports and presenting them for plenary discussions.

4. Course Contents:

- Module 1:** International Economic System: Feature of International monetary system; Role of IMF and World bank in relation to international business; WTO – structure, role and critical assessment; UNCTAD – structure and present status.
- Module 2:** International Trading Agreements: Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties.
- Module 3:** Regional Economic Integration: Free trade area, customs union and common market; Regionalism vs. multilateralism; Structure and functioning of EU, ASEAN and SAARC.
- Module 4:** MNCs & Joint Ventures: Multinational Corporations: Issues in investment, technology transfer, pricing and regulations, International collaborations and strategic alliances; Joint Venture as a mode of international business; Joint ventures in India; Indian Joint Ventures abroad

References:

1. International Business: Environment and Operations, Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan, Prentice Hall
2. International Business: A Managerial Perspective, Griffin, Ricky W. and Pustay, Michael W, Prentice Hall
3. International Business Hill, Charles, W.L., McGraw Hill Company

GROUP H: MANAGEMENT ACCOUNTING

Paper-1

SC12: MARGINAL COSTING AND DECISION MAKING

1. Course Descriptions:

This course provides the coverage of concept of cost behavior analysis, break even analysis, multi product break even analysis, graphs, marginal costing and managerial decisions and direct costing.

2. Course Objectives:

The course in marginal costing and decision 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 managerial decisions involving make-or-buy, pricing, export offers, temporary short-term of operations, discontinuance of a product line, etc.,.

3. Pedagogy:

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests. Solving problems and evaluating decisions involving the financial and cost data of selected firms will be integral part of instruction

4. Course Contents:

- Module 1:** Introduction: Meaning- terminology- Scope & Concepts- Cost Behavior Analysis- Break Even Analysis- Approaches of Break Even Analysis in relation to cost & revenue. Factors- Multi-product Break Even Analysis- Assumptions Underlying Break Even Analysis- Limitations of Break Even Analysis- Case Studies.
- Module 2:** Contribution Concepts & Short term Profitability Analysis: Profitability Analysis Under Constrained Conditions- Profit- Volume Ratio & its Uses- Profit Volume Graphs – Case Studies.
- Module 3:** Marginal Costing & Managerial Decisions: Profit Planning- Pricing Decision – Production Decision – Make and Buy Decision Joint & By-product Decision – Distribution Cost Analysis- Case Studies.
- Module 4:** Direct Costing: Meaning- Importance & Preparation of income statements- Comparison with Absorption Costing- Arguments in Favour of Direct Costing- Criticisms of Direct Costing. Value Analysis & Value Engineering: Basic Concept of Value- Constitution of a Value Analysis Team-Procedures Underlying Value Analysis Study- Benefits From & Resistance to Value Analysis Study- Reporting to Management- Objectives of Reporting- Reporting Needs of Different Management Levels- Types of Reports- General Principles of Reporting- Modes of Reporting- Reports to the Board of Directors- Reports to Top Management- Reporting to top Divisional Management- Reports to Junior Management Level- Preparation of Reports- use of Reports by Management- Case Studies.

References:

1. J. Batty : Management Accountancy, ELBS
2. C.T.Hornigel : Cost Accounting- A Managerial Emphasis
3. M.R.S. Murthy : Cost Analysis for Management Decisions, Tata Mc Graw Hill

GROUP I: MARKETING MANAGEMENT

Paper-1

SC13: ADVERTISING AND BRAND MANAGEMENT

1. Course Descriptions:

This course provides the coverage of advertising and integrated brand promotion in business and society, brand promotion environment, support of media in brand promotion and integrated brand promotion.

2. Course Objective:

The course has been designed to understand the advertising process and advertising industry structure thoroughly. Each component of advertising has been covered to give the student over all importance of advertising in corporate communications. The syllabus also emphasizes on the integrated study of advertising along with brand building and management

3. Pedagogy:

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

4. Course Contents:

- Module 1:** THE PROCESS: ADVERTISING AND INTEGRATED BRAND PROMOTION IN BUSINESS AND SOCIETY: What is advertising, advertising as a communication process, Advertising as business process, Types of advertising, the economic effects of advertising. The structure of advertising industry - The scope and structure of advertising industry, Trends advertising and promotion industry, The evolution of promoting and advertising brands - Fundamental influences on evolution of advertising industry, Brand entertainment, Social, ethical and regulatory aspects of advertising
- Module 2:** THE PLANNING: ANALYZING THE ADVERTISING AND INTEGRATED BRAND PROMOTION ENVIRONMENT : The consumer as a decision maker, Modes of consumer decision making, Consumer as a social being, Market segmentation, positioning and the value proposition - Identifying the target segments, Segment profiling and targeting, positioning strategies, Advertising and promotion research - Developmental advertising and promotion research, Copy research, Planning advertising and integrated brand promotion, Advertising plan and its marketing context, Communication objectives v/s sales objectives, Advertisement Budgeting, Role of advertising agency in advertisement planning, Advertisement planning : An international perspective Creating brands, in general and across domains, Advertising agencies, creative process and the product, Message strategy - Essential message objectives and strategies, Copy writing - Copy writing and creative plan, Copy writing for print advertisements, Copy writing for cyber space, Copy writing for broadcast advertisements, The copy approval process, Art direction and production - Illustration, design and layout production in print advertising, Art direction and production in television advertising
- Module 3:** PLACING THE MESSAGE IN CONVENTIONAL AND NEW MEDIA 8 hrs World of promotional media, Fundamentals of media planning, Media planning process, media strategies, media choices, Contemporary essentials, Media choice and integrated brand promotion, Media planning - Strategic planning considerations in media choice
- Module 4:** INTEGRATED BRAND PROMOTION : Support media, event sponsorship and branded entertainment - Traditional support media, Event sponsorship, Branded entertainment, Sales promotion and point of purchase advertising - Definition of sales promotions, Sales promotion directed at consumers, Sales promotion directed towards trade channel and business markets, Direct marketing - What is direct marketing, Media applications in direct marketing, Public relations and corporate advertising - Public relations, Corporate advertising

References:

1. Advertising And Sales Promotions, Batra & Kazmi, Excel Books
2. Kelly, Larry D And Jugenheimer, Donald W; Advertising Media Planning – A Brand Management Approach; Prentice Hall India, pearson
3. S.A.Chunawalla – Foundation of Advertising – Theory and Practice – HPH
4. Integrated Advertising, Promotion And Marketing Communication, Clow & Black, PHI
5. Wells, Principles & Practices Of Advertising, PHI
6. Brand Management, H.V. Verma, Excel Books

OE01: PERSONAL FINANCIAL PLANNING

1. Course Description:

This course is designed to provide a deeper understanding of Personal Financial Management. It focuses on basics of personal financial management, personal savings and investment plans, computation of return and risk factor of personal savings and investments, retirement savings plans.

2. Course Objectives:

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

3. 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.

4. 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:

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

EVEN SEMESTER SYLLABUS

HC01: CAPITAL MARKET INSTRUMENTS

1. Course Description:

Capital markets in recent times are flooded with new and innovative instruments enhancing vibrancy and volume of capital markets. Every advanced programme in commerce should consist of a course in analysis and evaluation of various instruments traded in capital markets today.

2. Course Objectives:

The course intended to equip students an opportunity to understand:

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

3. 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.

4. Course Contents:

Module 1: Origin, Nature and Role of Capital Markets -Globalisation of Capital markets- Capital Markets in India - Stock exchanges.

Module 2: Stocks, Bonds, Debentures – convertible debentures – ADRs - GDRs – ETFs – Units of Mutual funds

Module 3: Derivatives- Basic features – Role of Derivatives markets - Forwards and Futures

- Commodity Futures – stock Futures and Index futures.

Module 4: Options - 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

HC02: HUMAN RESOURCE MANAGEMENT

1. Course Descriptions:

This course provides the coverage of concept of HRM, Human resources planning and procurement, human resource development and compensational and rewards system.

2. Course Objective:

The objective of this course is to provide the student the knowledge about human resources, their significance and managing them in organisations.

3. 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.

4. Course Contents:

Module 1: Environmental context: New economic policy and changing business-technological –socio-economic and political and legal environment, structural reforms and their implications for HRM in India-Response of the management-worker and unions to structural reforms and their implications for HRM in India-Response of the management –Worker and unions to structural adjustment. Concepts of human resource management-Meaning-Objectives-Scope and functions-Perspective of HRM: linking corporate strategies and policies with HRM Organisation of HRM department.

Module 2: Human Resources planning and Procurement; Job analysis and evaluation-job description-job specification -job rotation and job enrichment. Human resource planning- importance-objectives and problems. Recruitment-meaning-recruitment policy, sources –factors affecting selection decision-selection procedure. Human resource information system.

Module 3: Human resource development: Meaning-concepts of HRD-objectives of training-organisation of training programmers-methods-advantages and limitations of training. Evaluation of training programme HRD for total quality management. Transfer policy Promotion policy-Demotion and Discipline- consequences of indiscipline –disciplinary procedure.

Module 4: Compensation/Rewards system: Significance of reward system in business organisation. Compensation system in practice-systems of promoting - factors determining employee compensation and rewards-dearness allowance, employee benefits-bonus-laws on wages, bonus and social security-managerial compensation. Performance Appraisal: concepts, objectives philosophy and process of performance appraisal system- counseling.-career planning and management.

References:

1. Human Resource Management: Strategies and Action -Armstrong
2. Human Resource Management -Dr.Ashwathappa
3. Personnel and Human Resource Management -D.A. Deonz and F.P. Robins
4. Personnel Management - Edwin Phillip
5. Human Resources Management—L.M. Prasad

HC03: ORGANISATIONAL BEHAVIOUR

1. Course Descriptions:

This course provides the coverage of scope of OB, different contributing discipline to OB, foundational of individual behavior, motivational theories and foundations of group behavior

2. Course Objective:

The objective of this course is to provide the student the knowledge about organisations, their constitution and the behaviour of people in organisations.

3. 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.

4. Course Contents

- Module 1:** Introduction: Meaning-Definitions and scope of organisational behaviour-people- Organisational structure-technology and environment-OB as a Behavioral science-Contributing Discipline to OB-Psychology-Sociology-social psychology-Anthropology-Political science-OB and Management-Comparative roles in organisation-Case studies.
- Module 2:** Foundations of Individual Behaviour: Biological Characteristics-Age-Sex-Marital Status-Number of Dependents-Tenure-Ability-Intellectual Abilities-Physical Abilities-The Ability-Job fit personality-personality determinants-Personality Traits-Major Personality Attributes influencing OB-Matching personality and Jobs-learning –Theories of learning shaping-Values, attitudes, and Job satisfaction: Importance of Values-Sources of Value system-Sources and types of Attitudes-case studies.
- Module 3:** Motivation: The concept of Motivation-Early Theories of Motivation-Hierarchy of Needs theory-theory X and Theory Y-Hygiene theory-contemporary theories of motivation-ERG Theory-three needs theory-cognitive evaluation theory and others –case studies.
- Module 4:** Foundation of group behaviour: Defining and classifying groups-group process-group tasks-cohesive groups-group dynamics-leadership-nature and importance-functions-styles-communications-nature and types-effective communication-Roles of Formal and informal communication-Conflict management-The process of conflict-types of conflict-functional and dysfunctional conflict-resolution of conflict-case studies.

References:

7. Organisational Behaviour: Concept, Theory and Practice-Nirmal Singh
8. Organisational Behaviour - Fred Luthans
9. Organisation Theory and Behaviour - V S P Rao and PS Narayana
10. Organisational Behaviour - Niraj Kumar
11. Organisational Behaviour – K. Aswathappa
12. Management of organisational change –Harigopal

HC04: INTERNATIONAL ACCOUNTING

1. Course Description:

This course is designed to provide a deeper understanding of international accounting issues related to global financial reporting. It focuses on major diversities and challenges of financial reporting in the global arena, harmonization and international financial reporting standards. It also covers accounting for foreign currency transactions and major translation methods. It focuses on main issues in international financial statement analysis.

2. Course Objectives:

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

3. Pedagogy:

Method of instruction consists of lectures, analysis of international financial statements, group discussions, seminar presentations, writing assignments and tests.

Reading and analysis of annual reports of multi-national organisations will be integral part of instruction.

4. Course Contents:

Module 1: International Financial Reporting: Definition and scope of international accounting. Main causes of diversity in international financial reporting. Meaning of harmonization. Rationale for and obstacles to harmonization. Role of regional and international organizations engaged in accounting harmonization – EU, ASEAN, IASB, IFAC, IOSCO, OECD, U.N., etc. Case studies on current evidence on accounting harmonization at regional level and global level.

Module 2: International Financial Reporting Standards (IFRS): Meaning of standardization. The structure of IFRS. Process of IFRS Standard Setting. Constraints. Hierarchy of Standards. IFRS adoption or convergence in different countries. Case studies on compliance with IFRS by Indian Companies and MNCs.

Module 3: Accounting for Foreign Exchange Rate Fluctuations: An overview of foreign currency markets and exchange rates. Foreign exchange exposures and hedging methods. Accounting for spot and forward foreign currency transactions. Foreign currency translation methods- current rate method, current/non-current method, monetary/non-monetary method and temporal method. IFRS on foreign currency exchange accounting. Analysis of foreign exchange accounting in the annual reports of companies.

Module 4: International Transfer Pricing: Evolution, meaning and objectives of transfer pricing. Major stakeholders affected by transfer pricing policies. Transfer pricing methods. Case studies on international transfer pricing practices.

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 Shahrokh 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 Statements by Gerlad 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.
8. Internet Sources; www.iasb.org. www.worldbank.org. www.unctad.org. etc.,.

HC05: MAJOR PROJECT WORK

Major Project Work would 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 and complete the project in fourth semester.

SC01: COMPUTER APPLICATIONS IN COMMERCE

1. Course Description:

This course is designed to provide computer basics and computer applications in commerce. It focuses on computer applications in Accounting, Finance, Taxation and Statistics.

2. Course Objectives:

The objective of the course is to enable to students to understand online trading, online banking, online submission of income tax and indirect tax returns. Tally and XBRL applications in Accounting. SPSS applications in statistical analysis.

3. Pedagogy:

Lectures, assignments, presentation, case analysis, online demonstrations and computer practicals.

4. Course Contents:

Module 1: Computer Basics: An overview of the computer system. Windows operating system- MS Word- basics, creating, editing and formatting documents, inserting tables and graphics. MS Power Point- basics, creating presentation, customizing design templates with slide masters, producing presentation. MS Excel- basics, entering and editing data, performing calculations, formatting and printing worksheets, preparation of charts. MS Access- basics, designing and creating data base, adding and maintaining data in data in tables, retrieving data using forms and reports. Internet Explorer- basics, searching the web.

Module 2: Computer Applications in Financial Management and Taxation: Using MS Excel to solve financial management problems- Present Value, Future Value, NPV etc. Online Trading of Securities. Online Banking. Filing of Online Application for PAN and TAN. Online submission of Income Tax Returns and TDS Return. E-filing of indirect taxes return.

Module 3: Computer Applications in Accounting: Features of Tally. Completing accounting cycle using Tally software. XBRL. Taxonomy. Filling of Financial statements, Director's report and Auditor Report using XBRL.

Module 4: Computer Applications in Statistical Analysis : Features of SPSS. Creating files and data entry in SPSS. Preparation of frequency tables and graphs. Computation and interpretation of Mean, Standard Deviation, Standard Error, Simple and multiple correlation, regression. Analysis of variance. t-Test, Chi-Square Test.

Computer Lab Practicals:

1. Computation of Present value, future value, Net Present Value using MS Excel.
2. Filing of online application for PAN, TAN.
3. Online submission of Income Tax Returns and Indirect Tax Returns.
4. Online Banking

5. Online Trading.
6. Completing accounting cycle using TALLY.
7. Online submission of Financial Statements using XBRL
8. Computation of descriptive statistics, correlation, regression using SPSS.

References:

1. Tally.ERP 9 Essentials.
2. xbrl.org.
3. iasb.org.
4. spss.org
5. rbi.org.
6. incometax.india.gov.in.
7. xbrl.icai.org.
8. mca.gov.in
9. icai.org.
10. bse.org. nse.org. sebi.org..

SC02: STRATEGIC MANAGEMENT

1. Course Descriptions:

This course provides the coverage of concept of strategic management, vision, mission and purpose of business definition, strategic analysis and choice strategic implementation and evaluation.

2. Course objective:

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.

3. 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.

4. Course Contents:

Module 1: 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 2: 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 3: Strategy implementation - Issues in implementation - Project implementation – Procedural implementation - Resource Allocation - Budgets - Organization Structure - Matching structure and strategy - Behavioural issues - Leadership style - Corporate culture - Values - Power - Social responsibilities – Ethics.

Module 4: Strategy Evaluation - Importance - Symptoms of malfunctioning of strategy - Organization anarchies - Operations Control and Strategic Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation,. New Business Models and strategies for Internet Economy - Shaping characteristics of E-Commerce environment - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business - Key success factors in E-Commerce

References:

1. A 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 Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao
7. Strategic Planning Formulation of Corporate Strategy - Ramaswamy
8. Strategic Management, 12th Ed. - Concepts and Cases - Arthur A. Thompson Jr. and A.J.Strickland
9. Management Policy and Strategic Management (Concepts, Skills and Practices) - R.M.Shrivastava
10. Strategic Management – Pearce
11. Strategy & Business Landscape - Pankaj Ghemawat

ELECTIVE GROUPS

GROUP A: AGRI-RISK MANAGEMENT

Paper-2

SC03: WEATHER RISK MANAGEMENT

1. Course Description:

Extreme weather events, particularly monsoon outcome, represent a major source of risk adversely impacting the agro-based Indian economy. Recent developments in insurance and risk markets provide ample opportunities for absorbing frequently occurring weather shocks, particularly monsoon. Hence, this course is designed to capture the evolution and essence of weather risk markets with special reference to Indian economy.

2. Course Objectives:

The aim of the course is to enable students:

- (i) Understand and appreciate the relevance of weather risk and insurance markets.
- (ii) Understand different types of insurance products and other SPVs (special purpose vehicles) designed for absorbing weather risk.
- (iii) Achieve proficiency in evaluating the weather risk profile across 36 meteorological sub divisions of Indian subcontinent.
- (iv) Acclimatize with the securitization of weather risk and design innovative financial instruments for trading in weather risk markets.

3. Pedagogy:

LTP model will be the basic approach used for delivering the course with a focus on review of research articles published in leading journals at national/international level relating to WR insurance and other SPVs. The students would be required to evaluate the risk profile of Indian Monsoon on the basis of empirical research.

4. Contents:

Module 1: Weather Risk- introduction-sources of Weather Risk - enterprises subject to Weather Risk - History of Weather Risk markets- OTC products- Exchange traded products.

Module 2: Rainfall based index insurance-introduction – growth of index insurance-institutions engaged in index insurance – BASIX, NAIC, etc- Merits and limitations of index insurance - Latest developments.

Module 3: Rainfall Risk - Analysis of rainfall risk profile across meteorological sub-divisions of India- Analysis of impact of monsoon on agricultural and allied sector.

Module 4: Securitization of weather risk- SPVs- Design and Development of derivatives- rainfall based index futures and options- hedging opportunities-speculation in monsoon outcome – regulatory framework.

5. Reference Books/Journals/Websites:

- i) Weather Risk Management: A South African market perspective by C.B Thomson (unpublished)
- ii) **Journals:** Environmental Finance
Risk Finance
Risk
Financial Derivatives
Global Reinsurance.
- iii) Websites:
www.WRMA.org, www.cme.org, www.repec.idea,
www.wradvisory.com
www.chicagoclimateexchange.org

ELECTIVE GROUPS
GROUP A: BANK MANAGEMENT
Paper-2
SC04: CREDIT RISK MANAGEMENT

1. Course Description:

Credit risk is the oldest and biggest risk that bank, by virtue of its very nature of business, inherits. This has however, acquired a greater significance in the

recent past for various reasons. The corner stone of credit risk management is the establishment of a framework that defines corporate priorities, loan approval process, credit risk rating system, risk-adjusted pricing system, loan-review mechanism and comprehensive reporting system.

2. Course Objectives:

The aim of the course is to enable the student to :

1. To understand credit risk management system in banking sector
2. To analyse the problem of NPAs
3. To analyze trends in portfolio diversification in banking industry
4. To study & understand credit risk management practice of banking industry
5. To study credit derivatives as a risk management tool for credit derivatives.

3. Pedagogy:

Method of instruction consists of lectures, group discussions, seminar presentations, writing assignments and tests. Evaluation of credit risk management strategies of selected banks in public and private sector will be integral part of instruction.

4. Course Contents:

Module 1: Credit Risk Management –Introduction-Spectrum of Risks-Components of credit risk-Quantifying credit risk-Approaches to CRM-Traditional approach to CRM-Strategic CRM system -Establish corporate priorities-Choose the credit Culture-Determine credit risk strategy-Risk controls

Module 2: Trends in NPAs and Concentration Risk -Concentration risk strategy – Conservative, Managed & aggressive-Concentration Risk Trends in Indian commercial banks -Measurement of Concentration risk : Concentration Index method, Profile score method & composite profile score-Impact of concentration risk profile on NPAs level

Module 3: Components of credit risk measurement -Probability of Default (PD)-Expected Exposure at Default (EAD)-Loss Given Default (LGD)-Maturity or tenor of the Exposure-Degree of diversification in a banks credit portfolio-Factors- influencing on CRM performance-Credit evaluation process – Z' score model, Zeta analysis, J.P Morgan model-Credit rating system-Project appraisal procedure- Risk based loan pricing-Deployment of information technology-Internal credit –rating system-Credit standards & credit portfolio reviews

Module 4: Credit Derivatives – Concept, Scope and Features- Types of credit derivatives Products-Credit Default Swaps-Total return swap-Credit linked notes-Equity linked notes-Credit derivatives market in India

References:

1. Banambar Sahoo, (2000), “NPA Management”, S.P. Gogia (H.U.F.) for Asia Law House, First edition.

2. Bidani S.N., (2002), “Managing Non-Performing Assets in Banks”, Vision Books publishers.
3. Eddie Cade, (1997), “Managing Banking Risks”, First Edition, Woodhead Publishing Ltd., In association with The Chartered Institute of Bankers, England.
4. Johan E.Mckinley & John. R. Barrickman, (1994), “Strategic Credit Risk Management”, Robert Morris Association, Philadelphia.
5. Joseph F. Sinkey, Jr., (1998), “Commercial Bank Financial Management – In the Financial Services Industry”, Fifth Edition, Prentice-Hall International Inc., New Jersey.
6. Timothy W. Koch, (1998), “Bank Management - Overview of credit policy and loan characteristics”, Third Edition, The Dryden Press, Harcourt Brace College Publishers.
7. Vasant C. Joshi & Vinay V. Joshi (1998), “Risk Management”, Managing Indian Banks- the challenges ahead, Response Books.

GROUP C: BUSINESS TAXATION

Paper-2

SC05: CORPORATE TAX LAW AND PLANNING

1. Course Description:

This course is focus on different heads of income, taxable in the hands of companies, computation of gross total income, deduction, exemptions, set off and carry forward of loss. Tax planning relating to various managerial decisions for reducing the tax burden, allocation of investments, and maximize the company wealth. As a tax consultant of the corporate tax laws of the company to give advice to the drawing officers regarding TDS, advance payment of tax and remittances of tax, for his employees.

2. Course Objectives:

After study this paper the students are able to interact with the followings:

1. Understand the incidence of based on residential status of the companies.
2. Understand the deferent types of companies under corporate income tax act.
3. To known the deferent sources of income for corporate assesses.
4. To educate as a manger of a company/as tax consultant how reduce the tax burden and maximize the company wealth.
5. Understand the impudence of tax planning with various managerial decisions.
6. They must be able understand his role as tax consultant for a company relating TDS, Advance payment of Tax, remittance of corporate income tax.

3. Pedagogy:

The course content is covered class room lecture, remedial class for non tax students, student’s seminar, case discussion, and work out the problem on the company problems as student, as consultant and as a tax authority and also visiting company and tax office for practical exposure.

4. Course Content:

- Module 1: Definition of company**-Indian company, Domestic Company, Foreign Company, Widely Held Company, Closely held company, Residential Status of a company and incidence of Tax.
- Module 2: Computation of Taxable income of companies**- Computation of taxable income under different heads of income-House property, Profit and gain from business or profession, Capital gain and income from other sources, carry forward and set off of losses in case of companies. Deduction from Gross Total income. Minimum Alternative Tax.
- Module 3: Tax Planning**- Tax avoidance and tax evasion. Tax planning with corporate dividend, Dividend policy- bonus shares. Tax planning with reference to specific managerial decisions- Make or Buy, Own or Lease, Purchase by installment or by Hire, Repair, Replace, Renewal or Renovation, shut down or continue.
- Module 4: Procedure for assessment**- Deduction of Tax at Source, Advance payment of Tax, Tax returns, refunds appeals and revision.

References:

1. Direct Taxes-Dr.H.C. Mehrotra and Dr.S.P.Goyal Sahitya Bhavn New Delhi.
2. Direct Taxes law and practice-Bhagavathi Prasad, Vishva Prakashana, New Delhi.
3. Direct Taxes Aggarwal P.K “Tax Planning for Companies” Hind Law Publishers, New Delhi.
4. Corporate Tax Planning and Management, Lakhota, Vision Publishers.
5. Taxman’s Direct Tax Laws and Practice, Dr.Vinod K Singhania and Kapil Singania Taxman’s Publications(p)Ltd., New Delhi.

GROUP D: FINANCIAL ACCOUNTING

Paper-2

SC06: INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

1. Course Description:

This course is designed to provide a deeper understanding of International Financial Reporting Standards issued by IASB.

2. 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 of International Financial Reporting Standards issued by the IASB.

3. 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 organisations will be integral part of instruction.

4. 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:** International Financial Reporting Standards issued by the IASB. Problems on understanding and application of IFRS. International Financial Reporting Interpretations Committee's Statements (IFRICs) and Standing Interpretation Committee Statements (SICS). Case studies on compliance with IFRS in the annual reports of companies.
- Module 3: IFRS for Small and Medium Enterprises:** International Financial Reporting Standards for SME issued by the IASB. Problems on understanding and application of IFRS for SMEs. Case studies on compliance with IFRS in the annual reports of Small and Medium Enterprises.
- Module 4: XBRL:** Meaning and need for XBRL. Features of XBRL. Benefits of XBRL. XBRL Taxonomy. Filings of financial statements using XBRL. Case Studies on XBRL adoption in different organizations.

References:

1. Wiley IFRS 2010: Interpretation and Application of International Financial Reporting Standards, by Barry J. Epstein, Eva K. Jermakowicz, John Wiley Publications, 2010
2. Wiley IFRS for SMEs: Practical Implementation Guide and Workbook by Barry J. Epstein, Eva K. Jermakowicz, Sylwia Gornik-Tomaszewski, John Wiley Publications, 2010.
3. Financial Accounting: IFRS Edition, 1st Edition by Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, John Wiley Publications, 2010.
4. The Vest Pocket IFRS by Steven M. Bragg by John Wiley Publications, 2010
5. www.iasb.org
6. www.mca.gov.in
7. www.icaai.org
8. www.xbrl.org.
9. www.xbrleducation.com
10. www.globalreporting.org.

GROUP F: FINANCIAL MANAGEMENT

Paper-2

SC07: FINANCIAL DERIVATIVES AS HEDGING TOOLS

1. Course Description:

It is an advanced course in financial derivatives which includes hedging strategies using financial derivatives.

2. Course Objectives:

The very purpose of trading in financial derivatives is to hedge a wide range of risks faced by a business, particularly interest rate risk, currency risk and equity investment risk. The course aims at enabling the student to :

- 1) Apply the hedge ratio for achieving optimal no. of derivatives contracts.
- 2) Evaluate hedging opportunities.
- 3) Understand and apply a wide range of commonly used hedging.

3. Pedagogy:

Class room teaching of basic hedging concepts and strategies shall be followed by a series of individual seminar presentations, group seminars, discussions and case study analysis relating to hedging strategies involving derivatives. Assigned problems are to be worked on an individual basis, followed by group discussion of case problems. The students shall be required to make individual case study presentations based on the typical problems faced by business organizations due to volatility in interest/ currency rates.

4. Course Contents:

Module 1: Using forwards for hedging- forwards to manage commodity price risk- buying forwards for hedging against price increases – selling forwards for hedging against price declines- using forwards for hedging against increase/ decrease in interest rate - using forward Foreign Exchange contracts to manage currency risk

Module 2: Using futures for hedging- short hedges- long hedges- hedge ratio- estimating hedge ratio- basis risk- portfolio approach to a risk minimizing hedge

Module 3: Using options for hedging- protective puts- protective calls- covered calls- spreads- using options to manage interest rate risk

Module 4: Using Swaps for hedging- using IR swaps- swapping to hedge against the risk of rising interest rates- swapping to hedge against the risk of falling interest rates- using currency swaps – swapping to hedge against the risk of a decline in a revenue stream – swapping to hedge against the risk of an increase in cost.

References:

1. Risk Management – Insurance and Derivatives – By G.Kotreshwar (HPH)
2. Introduction to Futures and Options Markets – By John Hull (PHI)
3. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
4. Futures and Options – By Edwards and Ma (Mc Graw Hill)

GROUP F: HUMAN RESOURCE MANAGEMENT

Paper-2

SC08: INTERNATIONAL HUMAN RESOURCES MANAGEMENT

1. Course Objective:

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:** Nature of international Human Resource Management (HRM)-approaches to HRM-differences between domestic HRM and IHRM.
- Module 2:** 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.
- Module 3:** 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 c compensation.
- Module 4:** Expatriate failure-causes of failure, Repatriation-Repatriation process. Labor relations-Key issues in international relations –strategic choices before firms-strategic choices before unions-union tactics

References:

1. Burl Dabler 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, 2005,
3. International HRM, S C Gupta, Publisher-Mac Millan.
4. International Human Resource Management, Chris Rees and Tony Edwards-Perarson publications.

GROUP G: INTERNATIONAL BUSINESS

Paper-2

SC09: FOREIGN EXCHANGE MANAGEMENT

1. Course Descriptions:

This course focuses on international financial environment, foreign exchange flows, foreign exchange markets and payments.

2. 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 across the political territories. He/She would also get an insight in to the policy environment in India regarding the international business.

3. Pedagogy:

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

4. Course Contents:

- Module 1: International Financial Environment:** Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects.
- Module 2: Foreign Exchange flows:** Movements in foreign exchange and interest rates and their impact on trade and investment flows; Pricing of international transfers and investments
- Module 3: Foreign Exchange Markets:** Authorised dealers and Money changers, Interbank transactions, mode of calculation of exchange rates for spot and future contracts
- Module 4: International payments:** Modes of payment for import; Currency swaps and home country currency payments; Foreign exchange loans for exporters and importers

References:

1. Foreign Exchange and Exchange Arithmetic, Vergese S.P, Amrithmahal
2. Foreign Exchange Arithmetic, S. Jeevanandam

GROUP H: MANAGEMENT ACCOUNTING

Paper-2

SC10: TOOLS AND TECHNIQUES OF CONTROL

1. Course Descriptions:

This course provides the coverage of budgetary control, types of budgets, standard costing, variance analysis, uniform and inter-firm comparison

2. Course Objectives:

The course is aimed at helping the students to:

1. Understand the scope and need for cost control.
2. Familiarize themselves with the basic management accounting tools like standard costing, budgetary control, activity based costing, value analysis, etc.,
3. Understand the role of cost audit and management audit in achieving cost efficiency.

3. Pedagogy:

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests. Analysis and evaluation of scope for cost reduction involving the value engineering and ABC activities of selected firms will be integral part of instruction.

4. Course Contents:

Module 1: Budgetary Control: Objectives of Budgetary Control-Preparation of the Budget-Functional Budgets-Sales Budgets-Production Budget-Cost Budget-Plant Utilization Budget Capital Expenditure Budget-Selling & Distribution Cost Budget-Purchasing Budget & Cost Budget-The Master Budget-Operation of Budgetary Control-Flexible Budgetary Control-Zero-Base Budgeting-Case Studies.

Module 2: Standard Costing: Objectives-Principles-Determination of Standards for Material-Labor-Direct Expenses & Overhead Costs-Variable and Fixed Costs-Case Studies.

Module 3: Variance analyses: Material, Labor, and Overhead Variances-sales & Profit Variances-Disposition of Variances-Assessing the Significance of Standard Cost Variance-Standard Cost Accounting-Case Studies.

Module 4: Uniform costing & Interfirm Comparisons: Objectives and Purposes Underlying Uniform Costing-Development of Uniform Costing-Cost Audit-Meaning & Definition-Inclusion of Clause B to Sec.208 to Sub Sec. (d) to Sec. 209-Indian Companies Act 1956-Appointment of Cost-Cost Audit Programme-Records Relating to Materials-Labor Overhead-Depreciation-Stores & Spare Parts-Work-in-progress and Incomplete Contracts-Cost Auditor's Report-Application of Cost Audit Report Rules, 1963-Sachar Committee's Report. Management Audit: Meaning & Definition-objectives & Criticisms-Types of Audits-Arguments for & Against Management Audit-Social Audit-Steps Underlying Social Audit Programme-Social Audit Report-Limitations of Social Audits-Case Studies.

References:

1. Welsh, Glenn A. : Profit, Planning and Control(prentice Hall)
2. J. Batty : Standard Costing
3. M.R.S. Murthy : Cost Analysis for Management Decisions, Tata Mc Graw Hill

GROUP I: MARKETING MANAGEMENT

Paper-2

SC11: SUPPLY CHAIN MANAGEMENT

1. Course Descriptions:

This course provides the coverage of sales management, logistics and its important, material handling, evaluation of marketing channels and channel management.

2. Course Objective:

The Course has been designed to understand the importance of sales management and Marketing channel management for the overall success of the marketing efforts of an organization. The course deals with various aspects of sales management for coordinated sales efforts in achieving the overall corporate goals and effective management of marketing channels

3. Pedagogy:

Method of instruction consists of lectures, group discussions, seminar presentations, writing assignments and tests. Reading and analysis of supply chain strategies of national and multi-national organisations will be integral part of instruction.

4. Course Contents:

Module 1 Introduction to Sales Management: Sales Management: Its Nature, Rewards, and Responsibilities, Social, Ethical, and Legal Responsibilities of Sales Personnel. Building Relationships through Strategic Planning, The Market-Driven Sales Organization, Forecasting Market Demand and Sales Budgets Design and Size of Sales Territories, Sales Objectives and Quotas, staffing the Sales Team - Planning for and Recruiting Successful Salespeople, Selection, Placement, and Socialization of Successful Salespeople, Training the Sales Team - The Management of Sales Training and Development, Contents of the Sales Training Program: Sales Knowledge and the Selling

Process, Directing The Sales Team - Motivating Salespeople toward High Performance, Compensation for High Performance, Leading the Sales Team

Module 2 **Marketing Logistics :** Logistics and its importance, Functions of Logistics management - Procurement /Purchasing, Inward Transport, Receiving, Warehousing, Stock Control, Order Picking, Materials Handling, Outward Transport, Physical Distribution Management, Recycling, Returns, and Waste Disposal, Importance of Communication in Logistics, Technology in Logistics- Electronic Data interchange (EDI), Artificial Intelligence, Expert Systems, Communication Technology, Bar Coding and Scanning, Streamlining the Logistics Process, Strategic Issues in Logistics Management

Module 3 **Marketing Channels:** Evolution of Marketing Channels- The Production Era, The Sales Era, The Marketing Era, Relationship Marketing Era, Channel member and their roles, Roles of Channel Members, Channel Functions, Designing marketing channels - Channel Structure, Channel Intensity, Types of Channel Intermediaries at Each Level, Channel Flows and Cost.Importance of Channel Integration, Vertical Marketing Systems, Types of vertical marketing systems - Corporate VMS, Administered VMS, Contractual VMS, Horizontal Marketing Systems, Hybrid channel system, Designing and Managing Hybrid Channel Systems

Module 4 **Channel Management:** Recruiting Channel, Members - Recruiting as a Continuous Process, Recruiting Manufacturers, Screening, Criteria for Selecting Channel Members - Sales Factors, Product Factors, Experience Factors, Administrative Factors, Risk Factors, Motivating Channel Members, Distributor Advisory Councils, Modifying Channel Arrangements - PLC Changes, Customer-Driven Refinement of Existing Channels, Growth of Multi-Channel Marketing Systems, Managing Channel Relationships - Cooperation and coordination, Conflict, Power

References:

1. Sales And Distribution Management, Tapan Panda And Sunil Sahadev, Oxford Publications
2. Sales Management, Still And Cundiff, PHI
3. S.L. Gupta, Sales & Distribution Management, Excel Books
4. Marketing Channels, Coughian, Anderson, PHI
5. Sales And Distribution Management; Krishna Havaldar And Cavale; Tata Mcgraw-Hill
6. Sales Management, Dasgupta, PHI

OPEN ELECTIVE
OE01: RETAIL BANKING

1. Course Description:

This course is designed to provide a basic understanding of Personal Banking. It focuses on functions of banks, banker and customer relationship, Opening of bank accounts and their operations, bank deposits and loans and banking technology.

2. 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.

3. 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.

4. 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:

5. Machiraju, H.R., Indian Financial System, Vikas, New Delhi.
6. Verma, J.C. Merchant Banking, TMH, New Delhi.
7. Mithani and Gordeon, Banking Theory and Practice, Himalaya, Bombay.
8. Bhole, L.B., Financial Institutions and Markets, TMH, New Delhi.

OE 02: FINANCIAL ACCOUNTING

1. Course Description:

This course is designed to provide a basic understanding of financial accounting. It focuses on financial accounting concepts, principles, and procedures. Specific attention is devoted to preparation

2. Course Objectives:

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

3. 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 organisations.

4. Course Contents:

Module 1: Introduction : Meaning and purpose of financial accounting. Information needs of users. Basic principles and concepts of accounting.

Module 2: The Accounting Cycle-1: Analysis of business transactions, recording journal entries in the Journal, posting journal entries into the Ledger.

Module 3: The Accounting Cycle-1: Preparation of Unadjusted Trail Balance, recording adjustment and closing entries, and preparation of adjusted trail balance.

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

References:

1. Financial Accounting by Narayana Swamy, Prentice-Hall of India
2. Accounting : Text and Cases by Robert N.Anthony, McGraw-Hill.

UNIVERSITY OF MYSORE

D0S IN COMMERECE

CHOICE BASED CREDIT SYSTEM-2011-2012

M.F.M. COURSE STRUCTURE AND SYLLABUS

MINIMUM CREDITS REQUIRED FOR M.F.M DEGREE

I to IV Semester s	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Number s	Credit s	Number s	Credit s	Number s	Credit s	Number s	Credit s
	11	48	5	20	2	8	18	76

MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A NORMAL PHASE
TO SUCCESSFULLY COMPLETE M.F.M. DEGREE IN FOUR SEMESTERS

Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	4	16	1	4	-	-	5	20
II	3	12	1	4	1	4	5	20
III	2	08	2	8	1	4	5	20
IV	2	12	1	4	-	-	3	16
TOTAL	11	48	5	20	2	8	18	76

MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A NORMAL PHASE
TO SUCCESSFULLY COMPLETE M.F.M. DEGREE IN ODD AND EVEN SEMESTERS

Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
ODD	6	24	3	12	1	4	10	40
EVEN	5	24	2	08	1	4	08	36
TOTAL	11	48	5	20	2	8	18	76

ODD SEMESTERS-M.F.M.

Sl. No.	Title of the Course	Hard Core/ Soft Core/ Open Elective	Number of Credits			
			L	T	P	Total
HC01	Behavioural Dynamics of Capital Markets	HC	3	1	0	4
HC02	Financial Management	HC	3	1	0	4
HC03	Financial Market Regulations	HC	3	1	0	4
HC04	Management Accounting	HC	3	1	0	4

HC05	Business Research Methods	HC	3	1	0	4
HC06	International Financial Management	HC	3	1	0	4
SC01	Business Policy and Environment	SC	3	1	0	4
SC02	Statistics for Business Decisions	SC	3	1	0	4
SC03	Insurance Management	SC	3	1	0	4
SC04	Mergers and Acquisitions	SC	3	1	0	4
SC05	Elective Group A: Agri-Risk Management Paper 1: Agri- Commodity Derivatives	SC	3	1	0	4
SC06	Elective Group B: Funds Management Paper 1: Mutual Funds	SC	3	1	0	4
SC07	Elective Group C: Financial Derivatives Paper 1: Futures, Options and Swaps	SC	3	1	0	4
OE01	Personal Financial Planning	OE	3	1	0	4

EVEN SEMESTERS-M.F.M.

Sl. No.	Title of the Course	Hard Core/ Soft Core/ Open Elective	Number of Credits			
			L	T	P	Total
HC01	Capital Market Instruments	HC	3	1	0	4
HC02	Corporate Tax Law and Planning	HC	3	1	0	4
HC03	Portfolio Management	HC	3	1	0	4
HC04	Advanced Portfolio Management	HC	3	1	0	4
HC05	Major Project Work	HC	0	2	6	8
SC01	Computer Applications in Commerce	SC	2	1	1	4
SC02	Management of Financial Services	SC	3	1	0	4
SC03	Elective Group A: Agri-Risk Management Paper-2: Weather Risk Management	SC	3	1	0	4
SC04	Elective Group B: Fund Management Paper-2: Funds Investment Strategies	SC	3	1	0	4
SC05	Elective Group C: Financial Derivatives Paper-2: .Financial Derivatives as Hedging Tools	SC	3	1	0	4
OE01	Retail Banking	OE	3	1	0	4
OE02	Financial Accounting	OE	3	1	0	4

Elective Groups:

Any one *group* from the available electives shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later. The Department will announce at the end of the second 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.

Major Project Work:

A student in the fourth semester shall register for a Major Project Work which carries 8 credits. The guide for the Major Project Work shall be allotted to the students in the third semester. Work load for Major Project Work tutorial class is 2 hours per batch of 8 students

per week for the teacher. The student shall do field work and library work in the remaining 6 hours per week. Continuous assessment criteria for major project work include:

Component-I(C₁): Periodic Progress and Progress Reports (25%)

Component- II (C₂): Results of Work and Draft Report (25%)

Component-III (C₃): Final Viva-voce and evaluation (50%). The report evaluation is for 30% and the Viva –Voce examination is for 20%

Continuous Assessment:

Continuous assessment shall be conducted by the course teacher for the course he/she is teaching according to the following schedule

C ₁					
Week	2 nd	4 th	6 th	8 th	Total
Marks	10	15	10	15	50

50% of the marks scored out of 50 marks assessed is the marks of C₁

C ₂					
Week	10 th	12 th	14 th	16 th	Total
Marks	10	15	10	15	50

50% of the marks scored out of 50 marks assessed is the marks of C₂

Continuous Assessment Criteria:

Continuous Assessment Criteria shall be decided by the course teacher at the beginning of the semester and shall be informed to the students in advance. Continuous Assessment Criteria include the following:

Case study design, analysis and presentation; assignment writing; seminar presentation, group discussion and panel discussion on contemporary issues; review of research articles and its presentation; review of reports submitted by committees, expert groups to RBI, SEBI, Government etc; Review of implementation of regulations and guidelines issued by regulatory agencies; reading and analysis of annual reports , exercise problem solving, tests and any other criterion to be chosen by the course teacher.

MFM SYLLABUS

HC01:BEHAVIORAL DYNAMICS OF CAPITAL MARKETS

1. Course Description:

This course provides the coverage of integration of emerging capital markets, Psychology of Trending Markets and Value Investing.

2. Course Objectives:

Today’s investor is perplexed by the sharp swings in Capital Markets. Capital Markets are becoming more complex and getting integrated at the international level. Deciphering wide swings in Capital Markets for planning an investment programme is a challenging task for Financial Managers.

The objective of the course is to acquaint the participants the capital markets landscape, the concept of EMH, beliefs and biases about markets and psychological issues which would enable to understand better the dynamics of capital markets.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions

4. Course Contents

Module 1: Capital Markets Landscape: The size-Internationalization and Integration-Emerging Capital Markets-Market Volatility-Role of FIIs-Case Studies.

Module 2: Are Capital Markets Perfect :-(Ir) relevance of Efficient Market Theory-Imperfect Substitutes-On the Survival of Noise Traders-Informational Imperfections-The Anatomy of Bubble-Case studies.

Module 3: Behavioral Dynamics of Markets-1: Beliefs about Markets-Biases of Judgment-Errors of Preference-Valuation and Group Behavioral Biases-The Psychology of market Information-Case Studies. Psychology of Trending Markets-Psychology of Turning points-Psychology of Panics-Case Studies.

Module 4: Behavioral Investing: Style Investing-Zen Investing-Belief Bias and the Zen Investing- Value Investing-Socially Responsible Investing-Case Studies.

References:

1. Capital Markets in BRIC Economics – By A.Banerjee (Tata Mc Graw)
2. An Introduction to Capital Markets: Products and Strategies – By A Chsholm (Tata Mc Graw)
3. Behavioral Finance: Insights into Irrational Minds and markets – By J.Montier (John Wiley)
4. The Psychology of Finance: Understanding Behavioral Dynamics of Markets – By L.Tvede (John Wiley)

HC02: FINANCIAL MANAGEMENT

1. Course Description:

Financial management is a functional area in general management. This subject is focusing on introduction, scope and importance of financial management, investment decisions, capital structure decisions, dividend decisions and working capital management.

2. Course Objectives:

Candidates will be able to understand financial management concepts and its important functions taking into account other relevant financial issues.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course Contents:

Module 1: Introduction, Scope, Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts.

Module 2: Investment decisions; importance, and its scope, determining cash flows, Appraisal criteria for investment decisions, Conflict in criteria for evaluation – Capital Rationing. Risk analysis in investment decisions and investment decisions under uncertainty.

Module 3: Capital Structure decisions – determinants of capital structure - financial and operating leverages - capital structure theories-NI, NOI, traditional and M-M theories; EBIT -EPS Analysis - Cost of Capital - Computation for each source of finance - weighted average cost of capital – weighted marginal cost of capital

Module 4: Dividend decisions - Determinants of dividend policy – types of dividends - dividend models – Walter’s model – Gordon’s model – Modigliani and Miller’s model - Working Capital – meaning, need, determinants; estimation of working capital need; management of cash; inventory management; receivable management.

References:

9. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi.
10. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
11. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.
12. Chandra, Prasanna; Financial Management TMH, New Delhi.
13. Horn, Van; Financial management and Policy, Prentice Hall of India.
14. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
15. Richard Brealey and Stewart Myers, Principles of Corporate Finance, Tata McGraw Hill, 2000.
16. V K Bhalla, Financial Management and Policy: Text and Cases, Annual Publishers, 2002.

HC03: FINANCIAL MARKET REGULATIONS

1. Course Description:

Financial management is a functional area in general management. This subject is focusing on introduction, scope and importance of financial management, investment decisions, capital structure decisions, dividend decisions and working capital management

2. Course Objective:

The objective of this course is to understand the framework of Indian Financial Market Regulations.

3. Pedagogy:

Method of instruction consists of lectures, group discussions, seminar presentations, writing assignments and tests. Reading and analysis of latest articles in national and international journals in the background of recent global financial crisis will be integral part of instruction.

4. Course Contents:

Module 1: Securities and Contract Regulation Act – SEBI – Objectives, Functions and Achievements.

Module 2: MRTP Act and MRTPC – FERA / FEMA.

Module 3: Companies Act – Important regulatory provisions governing share buy – back – inter corporate investment.

Module 4: Depository System – Institutions – Participants – Regulations Governing Banking Companies NBFCs and Mutual Funds - Regulations governing issue of GDRs and ADRs

References:

1. S.S. Gulshan : “A Handbook of Corporate Laws”
2. Sanjiv Agarwal : “A Manual of Indian Capital Markets”
3. V.A. Avadhani : “Marketing of Financial Services”

HC04: MANAGEMENT ACCOUNTING

1. Course Descriptions:

This course provides the coverage of cost determination, Profit Planning and Decision Making, variance analysis, Computer applications in Management Accounting

2. Course Objectives: This subject aims to:

- a. Enable the student to understand the elements of Costs;
- b. Help students to know about preparation of cost sheet and process account;
- c. Impart knowledge of profit planning and decision making; and
- d. Give information about budgeting, transfer pricing and computer applications in Management accounting.

3. Pedagogy:

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

4. Course Contents:

Module 1: Cost Determination: Elements of costs-Material, Labour and overheads-preparation of cost sheet- process of cost account and job order cost accounts.

Module 2: Profit Planning and Decision Making: Meaning and significance of Marginal costing-cost volume profit analysis-pricing policies and decisions- production and distribution decisions-direct costing and absorption costing.

Module 3: Cost Control: Business budgeting and budgetary control-standard costing and variance analysis, Zero base budgeting-case analysis.

Module 4: Transfer pricing and divisional performance Evaluation-Computer applications in Management Accounting- case analysis.

References:

1. Arora M.N.: Cost Accounting- principles and practice; Vikas, New Delhi.
2. Jain S,P. and Naranga K.L.: Cost accounting; Kalyani New Delhi.
3. Anthony Robert, Reece, et al: Principle of Management accounting; Rechar D. Irwin Inc. Illinois.
4. Homgren, Charles, Foster and Datar: Cost Accounting- A managerial Emphasis; Prentice Hall of India, New Delhi.
5. Khan M.Y. and Jain P.K.: Management Accounting; Tata McGraw Hill.
6. Kaplan R.S. and Atkinson A.A.: Advanced Management Accounting; Prentice India International.
7. Tulsian P.C.: Practical Costing; Vikas, New Delhi.

8. Maheshwari S.N.: Advanced Problems and Solutions in Cost Accounting; Sultan Chand, New Delhi.

HC05: BUSINESS RESEARCH METHODS

1. Course Description:

This course provides the coverage of business research methods, ethical issues in business research methods, research process, data collection methods, designing of questionnaire and various statistical tools like univariate and bivariate analysis

2. Course Objective:

The course is envisaged to provide the student 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.

3. 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.

4. Course Contents:

- Module 1:** Introduction: Objectives and Role of Business Research–Distinct Features of Business Research-Theoretical Setting for Business Research–Ethical Issues in Business Research
- Module 2:** Research Process: Developing a Research Proposal–Exploratory Research and Qualitative Analysis–Sources of Data- Methods of data collection–Techniques of Communicating with Respondents
- Module 3:** Managing Research Assignment: Questionnaire Design-Sampling and Fieldwork Techniques-Measurement and Scaling Concepts-Attitude Measurement
- Module 4:** 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 in Social Research, Partha Nath Mukherjee, Sage Publications

HC06: INTERNATIONAL FINANCIAL MANAGEMENT

1. Course Description: As there has been a significant increase in multinational corporate activities; multinational finance is an added dimension of every advanced course in the area

of finance. Hence this course has been designed to highlight the important finance functions of an MNC operating in India.

2. Course Objective: to enable students to understand the reasons, problems in internal finance management, foreign currency management, modes of payment, source of finance available etc as far as MNC operations/ firms concerned

3. 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.

4. Course Contents:

Module-1: Environment of 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.

Module-2: Financing foreign operations- International financing and International Financial Markets- Special Financing Vehicles- Designing a global financing strategy.

Module- 3: 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

Module- 4: Foreign Exchange Risk Management- Principles of Exposure Management- Working capital management- internal and external techniques

References:

1. Shapir, Multinational Financial Management, Prentice-Hall of India
2. Weston and Brigham, Managerial Finances
3. Buckley, International Capital Budgeting- Prentice- Hall, India
4. Buckley, International Finance- Prentice - Hall, India
5. Adrian Buckley, International Capital Budgeting

SC01: BUSINESS POLICY AND ENVIRONMENT

1. Course Description: This course provides the coverage of business as a social system, internal and external environment, business ethics, social responsibility and business policy.

2. Course objective:

The objective of this course is to provide the student the knowledge about human resources, their significance and managing them in organizations.

3. 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.

4. Course Contents:

Module 1: Introduction: Business in a social system; business and economic system; Business objectives; internal environment and external environment.

Module 2: Business Ethics: Principles of Business Ethics; Doctrine of trusteeship; unethical practices; good ethics and good business. Social responsibility of business; Doctrine of social responsibility: Rationale of social responsibility; control of monopoly and restrictive and unfair trade practices.

Module 3: Business Environment: Business in a social system-internal environment or business-external environment-Economic-political-socio-cultural-technological environment –case studies.

Module 4: Business Policy: Importance of business policy-essentials of business policy-classification or business policy-Production policy-personnel policy- Financial policy-Marketing Policy-case studies.

References:

7. A concept of corporate planning-, Russel Ackoff, Newyork wiley
8. Business policy and strategic management- Tokyo, McGraw hill

SC02: STATISTICS FOR BUSINESS DECISIONS

1. Course Description:

The course comprises of probability theories, sampling techniques, time series analysis and multivariate analysis.

2. 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.

3. 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.

4. Course Contents:

Module 1: Probability: 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

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: Multiple regression and correlation analysis. Analysis of Variance. Application of multivariate analysis in business decisions. Using Statistical Package for Social Sciences (SPSS) to solve problems.

References:

6. Wonnacott and Wonnacott: “Statistics for Business and Economics” Wiley Publications
7. Wonnacott and Wonnacott: “Econometrics” Wiley Publications

8. Sanchetti and Kapoor: "Statistics"
9. Morris Hamber: "Statistical Analysis for Decision Making"
10. Richard Livin and David Robin: "Statistics for Management"

SC03: INSURANCE MANAGEMENT

1. Course Objectives: This paper covers the information about Risk Management and the Insurance Industry, Insurance Products profile, Pricing of Insurance Products and claims management.

2. Course objectives:

Given the fact that a modern business is exposed to a wide range of risks, insurance management assume greater importance and as such forms an integral part of any course in finance. This paper is aimed at equipping the students with:

- (1) The basic understanding of insurance-its scope, functions and the role.
- (2) The knowledge of variety of insurance products/policies.
- (3) The basic skills of claims management
- (4) The general approach for pricing insurance products

3. Pedagogy:

Class room teaching of basic Funds Management concepts shall be followed by a series of individual seminar presentations, group seminars, discussions and case study analysis relating to futures, options and swaps. Assigned problems are to be worked on an individual basis, followed by group discussion of case

4. Course Contents:

- Module 1:** Risk Management and the Insurance Industry-Types of insurances-Functions and Organization of Insurances-Government Regulation of Risk Management and Insurance.
- Module 2:** Insurance Products Profile-Life Insurance Products-Marine Insurance Products-Fire Insurance Products-Other Major Insurance Products.
- Module 3:** Pricing of Insurance Products-Expected Claim Costs-Administrative Costs-Investment Income-Profit Loading-Rating-Role actuarial science.
- Module 4:** Claims Management-General Guidelines for Settlement of Claims-Life Insurance Claims-Marine Insurance Claims-Fire Insurance Claims-Miscellaneous Insurance Claims.

Reference:

1. **Kotreshwar G.:** "Risk Management-Insurance and Derivatives" Himalaya Publishing House.
2. **Harrington and Niehaus:**"Risk Management and Insurance" Tata McGraw Hill.
3. **Trieschmanu, Hoyt and Sommer:** "Risk Management" Thomson (India) Publishers.
4. **Rejda:** "Principles of Insurance and Risk Management". Pearson Publishers

SC04: MERGERS AND ACQUISITIONS

1. Course Description: This course provides the coverage of motives for mergers and acquisition, theories of mergers and acquisition, methods of valuation of firms, and Mergers & acquisition in India.

2. Course objectives: The aim of this course is to enable a student to have knowledge about mergers and acquisition in India and to know the motives behind mergers and acquisition of the firm

Pedagogy: Lecture-Tutorials-Practical's (LTP) model will be the basic approach used for delivering the course with a focus on case study analysis of performance of pre-merged, acquired and post merged, acquired firms

3. Course Contents:

Module 1: An overview of Mergers and Acquisitions: Motives for and various forms of - Mergers and Acquisitions. Theories of mergers and acquisitions.

Module 2: Methods of valuation of firms: Approaches to valuation- Role of valuation-discounted cash flow model – equity valuation model – firm valuation model – comparable company approach- option pricing method- chasing the right valuation method.

Module 3: Mergers and Acquisitions in India: Recent mergers and acquisitions in India. Future scenario. Evaluation of pre merger and post merger performance of merged or acquired entities. SEBI regulations governing mergers and acquisitions in India.

Module 4: International Mergers and Acquisitions: Motives for various forms of international mergers and acquisitions. Regulatory issues in Cross-border Mergers and Acquisitions. Evaluation of pre merger and post merger performance of cross-border merged or acquired entities.

Reference Book

2. Weston: “Mergers, Restructuring and corporate Control” –Prentice Hall India
3. Venkateshwaran,: “towards an Indian Market for Corporate Control”- Viklpa
4. Kaveri V.S: “ Financial Analysis of Company Mergers in India”- Himalaya Publishing House
5. S. Shivaramu: “Corporate Growth through mergers and acquisitions” Sage publications.

ELECTIVE GROUPS GROUP-A AGRI-RISK MANAGEMENT PAPER-1

SC05- AGRI-COMMODITY DERIVATIVES

5. Course Description

Discovering future prices of agricultural commodities is critical to achieve the twin objectives of stability of commodity markets and remunerative prices for producers... Commodity derivatives (CDs) market is expected to play a crucial role in this respect. Hence this course is about an analysis of growth and effectiveness of commodity derivatives market in India.

6. Course Objectives:

The principal objectives of the course are to enable students:

- vi) Understand and appreciate the relevance of Commodity derivatives market ,
- vii) Understand different types of commodity derivatives,
- viii) Grasp the factors influencing the growth of Commodity derivatives market in India, and
- ix) Evaluate the performance of Commodity derivatives market in India.

- x) Achieve proficiency in handling commodity and futures for hedging and accounting.

7. Pedagogy:

Lecture-Tutorials-Practical's (LTP) model will be the basic approach used for delivering the course with a focus on case study analysis of performance of each of the commodity exchanges at the national level. Empirical studies shall be encouraged to ascertain the role of Commodity derivatives market vis-à-vis price dynamics.

8. Contents:

Module 1: History of CDs- importance of CDs- Types of CDs- Factors influencing growth of CDM- Indian scenario.

Module 2: Commodity forwards and futures- Trading / settlement mechanisms- pricing and valuation- hedging with commodity futures.

Module 3: Commodity exchanges in India- NCDEX, MCX, NCX, etc- Performance evaluation- regulatory framework.

Module 4: Accounting for Derivatives- mark-to-market accounting – Hedge accounting- international standards.

References

- vi) Commodity and Financial Derivatives by Kevin S - Prentice Hall of India
- vii) Commodity Derivatives: Markets and applications [ISBN-13] By NC. Schofield [India times shopping]
- viii) Derivatives & Risk management by R. Madhunath, M Ranganathan - Pearson (India)
- ix) Derivatives & Risk management by Sundaram Janakiramanan - Pearson (India)
- x) Risk management and Insurance: perspectives in a global economy- by H.D Skipper & W.J Kwon. (Mc Wile)

ELECTIVE GROUP – B: FUNDS MANAGEMENT

PAPER-1

SC06: MUTUAL FUNDS IN INDIA

1. Course Description:

The course is designed to provide basic knowledge about the Growth and Role of Mutual funds, Investors Protection and Regulation of Mutual funds etc.,

2. Course Objectives:

Mutual funds can play an important role in Indian Economy. The course aims to help the students in:

- (1) Analyze the development of Mutual funds
- (2) Understanding the extent to which Investors are Protected
- (3) Analyze the Mutual fund Regulation
- (4) Know the recent developments in Mutual fund Industry

3. Pedagogy:

Class room teaching of basic Funds Management concepts shall be followed by a series of individual seminar presentations, group seminars, discussions and case study

analysis relating to futures, options and swaps. Assigned problems are to be worked on an individual basis, followed by group discussion of case

4. Course Contents:

- Module 1:** The origin, meaning and growth of Mutual funds – Fund Units Vs shares. Types of Mutual fund schemes. The role of Mutual Funds. Organization of the Fund- Operation of the Fund – Net Asset Value.
- Module 2:** Investors Protection and Mutual Fund Regulation: Investors Rights – Facilities available to Investors – Selection of a Fund – Advantages of Mutual Funds. Deregulation, Market Imperfection and Investment Risks – The need for Regulation – Regulation and Investors Protection in India.
- Module 3:** Mutual Funds in India – UTI Schemes, SBI Mutual Fund, Other Mutual Funds – Selection of a Fund.
- Module 4:** Mutual Funds Industry in India – Its size and Growth – Types and growth patterns of Mutual Funds – Reasons for slow Growth – Prospects of Mutual Fund Industry.

References:

1. K.G. Sahadevan and M.Thripairaju: “Mutual funds, data interpretation and Analysis” (Prentice Hall of India)
2. V.K. Avadhani: Marketing of Financial Services (Himalaya)
3. R.Gorden and Natarajan: Emerging scenario of Financial Services (Himalaya)
4. Fredman and Wiles: How Mutual Funds work (Prentice Hall of India)
5. H.Sadhak: Mutual Funds in India. (Response Books)

ELECTIVE GROUPC: FINNAICAL DERIVATIVES

PAPER-1:

SC07: FUTURES, OPTIONS AND SWAPS

1. Course Description:

The course is designed to provide basic knowledge about risk management and the new instruments of capital market i.e., derivatives used for managing risk. It mainly comprises of a description of the concepts of risk management, forwards/futures, options and swaps along with the trading mechanics and pricing of these instruments.

2. Course Objectives:

Perhaps no course in modern finance will be complete without topics in derivatives. Derivatives can play an important role in promoting growth of CMs world over and form an integral part of knowledge base of financial managers. The course aims to help the students in:

- (5) Basic understanding of the role and significance of risk management
- (6) Critical understanding and appreciation of the role of derivative markets and instruments
- (7) Understanding the trading mechanics and technology involving derivative contracts.
- (8) Applying the basic valuation models for pricing the derivative assets.

3. Pedagogy:

Class room teaching of basic derivative concepts shall be followed by a series of individual seminar presentations, group seminars, discussions and case study analysis relating to futures, options and swaps. Assigned problems are to be worked on an individual basis, followed by group discussion of case problems.

4. Course Contents:

Module 1: Risk Management –Sources of risk - Objectives and functions of Risk Management –Importance-Tools of Risk Management.

Module 2: Introduction to derivatives -Forward and Futures: Features of Forwards and Futures-Social Benefits-Trading Mechanics – pricing of F & F– valuation of F &F

Module 3: Options: Terminology-Options Payoffs-Trading in Options-Valuation of Options-Black Scholes Options Pricing Model- BOP Model

Module 4: Swaps-Evolution-Types of Swaps-Currency Swaps-Interest Rate Swaps-Designing Currency and Interest Rate Swaps-Valuation of Swaps.

References:

5. Risk Management – Insurance and Derivatives – By G.Kotreshwar (HPH)
6. Introduction to Futures and Options Markets – By John Hull (PHI)
7. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
8. Futures and Options – By Edwards and Ma (Mc Graw Hill)

OE 01: PERSONAL FINANCIAL PLANNING

1. Course Description:

This course is designed to provide a deeper understanding of Personal Financial Management It focuses on basics of personal financial management, personal savings and investment plans, computation of return and risk factor of personal savings and investments, retirement savings plans.

2. Course Objectives:

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

3. 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.

4. 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:

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

EVEN SEMESTER

HC01: CAPITAL MARKET INSTRUMENTS

1. Course Description:

Capital markets in recent times are flooded with new and innovative instruments enhancing vibrancy and volume of capital markets. Every advanced programme in commerce should consist of a course in analysis and evaluation of various instruments traded in capital markets today.

2. Course Objectives:

The course intended to equip students an opportunity to understand:

4. Comprehend the role of capital markets
5. Evaluate the various capital markets instruments like Stock, bonds, etc.
6. Understand the basics of new instruments like ETFs and derivatives.

3. 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.

4. Course Contents:

Module 1: Origin, Nature and Role of Capital Markets -Globalization of Capital markets- Capital Markets in India - Stock exchanges.

Module 2: Stocks, Bonds, Debentures – convertible debentures – ADRs - GDRs – ETFs – Units of Mutual funds

Module 3: Derivatives- Basic features – Role of Derivatives markets - Forwards and Futures

- Commodity Futures – stock Futures and Index futures.

Module 4: Options - Stock options and Index options-Swaps – Currency Swaps and Interest Rate Swaps.

References:

4. Financial institutions and markets- by Bhole (TMH).
5. Financial markets- by M.Y.Khan (Vivek).
6. Financial Derivatives – Dr.G.Kotreshwar

HC02: CORPORATE TAX LAW AND PLANNING

1. Course Description:

This course is focus on different heads of income, taxable in the hands of companies, computation of gross total income, deduction, exemptions, set off and carry forward of loss. Tax planning relating to various managerial decisions for reducing the tax burden, allocation of investments, and maximize the company wealth. As a tax consultant of the corporate tax laws of the company to give advice to the drawing officers regarding TDS, advance payment of tax and remittances of tax, for his employees.

2. Course Objectives:

After study this paper the students are able to interact with the followings:

7. Understand the incidence of based on residential status of the companies.
8. Understand the deferent types of companies under corporate income tax act.
9. To known the deferent sources of income for corporate assesses.
10. To educate as a manger of a company/as tax consultant how reduce the tax burden and maximize the company wealth.
11. Understand the impudence of tax planning with various managerial decisions.
12. They must be able understand his role as tax consultant for a company relating TDS, Advance payment of Tax, remittance of corporate income tax.

3. Pedagogy:

The course content is covered class room lecture, remedial class for non tax students, student's seminar, case discussion, and work out the problem on the company problems as student, as consultant and as a tax authority and also visiting company and tax office for practical exposure.

4. Course Contents:

- Module 1:** Definition of company-Indian company, Domestic Company, Foreign Company, Widely Held Company, Closely held company, Residential Status of a company and incidence of Tax.
- Module 2:** Computation of Taxable income and liability of companies- Computation of table income under different heads of income-House property, Profit and gain from business or profession, Capital gain and income other sources, carry forward and set off of losses in case of companies. Deduction from Gross Total income. Minimum Alternative Tax.
- Module 3:** Tax Planning- Tax avoidance and tax evasion. Tax planning with corporate dividend, Dividend policy- bonus shares. Tax planning with reference to specific managerial decisions- Make or Buy, Own or Lease, Purchase by installment or by Hire, Repair, Replace, Renewal or Renovation, shout down or continue.
- Module 4:** International Taxation: Diversity in taxation among countries. Factors affecting Double taxation. Unilateral and bilateral reliefs for double taxation. Double Taxation Avoidance Agreements.

References:

6. Direct Taxes-Dr.H.C. Mehrotra and Dr.S.P.Goyal Sahitya Bhavn New Delhi.

7. Direct Taxes law and practice-Bhagavathi Prasad, Vishva Prakashana, New Delhi.
 8. Direct Taxes Aggarval P.K “Tax Planning for Companies” Hind Law Publishers, New Delhi.
 9. Corporate Tax Planning and Management, Lakhotia, Vision Publishers.
- Taxman’s Direct Tax Laws and Practice, Dr.Vinod K Singhania and Kapil Singania
Taxman’s Publications(p)Ltd., New Delhi.

HC03: PORTFOLIO MANAGEMENT

1. Course Description:

Portfolio analysis and management is a course in financial management. This includes portfolio investment analysis, risk analysis and optimal combinations of securities which lead to create effective return on investment.

2. Course objectives:

Candidates will be able to apply appropriate portfolio decisions and recommend relevant methods of evaluation techniques taking into account other factors affecting investment decisions.

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course contents:

- Module 1:** Efficient Market Hypothesis - Random walk, Levels of efficiency – Weak, semi-strong and strong, Techniques for measuring efficiency, Empirical tests. Portfolio analysis, Markowitz risks return optimization
- Module 2:** Economic Analysis - Economic and industry analysis - Economic forecasting and stock investment decisions - Industry analysis - Industry lifecycle - Company analysis- Forecasting company earnings - Valuation of companies - Regression and correlation analysis in forecasting revenues and expenses - Applied stock valuation –Bond analysis and valuation.
- Module 3:** Portfolio Analysis – Theory and Practices – Risk Analysis – Types of Risks – Risk Management –Diversification of risk – Analysis of risk – Building a balanced portfolio. Characteristics of portfolio – Principles and Practices – Characteristics of Portfolio Analysis – Liquidity Vs. Safety – Income Vs. growth – Short Term and Long Term –Risk Vs. Return – Need for insuring risk to attract stable investors.
- Module 4:** Portfolio Performance Evaluation - Mutual funds - Geometric mean return - Sharpe, Treynor and Jensen’s performance measures - Optimal portfolio selection – importance of computer data analysis of security analysis and portfolio analysis

References:

6. Portfolio Analysis and Management – Ballard
7. Modern Portfolio Theory and Investment Analysis – Edwin J. Elton and Martin J.Grubor.
8. Security Analysis and Portfolio Management – Fisher and Gordon
9. Security Analysis and Portfolio Management – V. A. Avdhani
10. Financial Engineering: A complete guide to financial innovation – Marshal / Bansal

HC04: ADVANCED PORTFOLIO MANAGEMENT

1. Course Description:

The course is designed to include some advanced topics in portfolio management like international diversification through GDRs/ADRs and derivative assets, invests in emerging markets; and other emerging topics, mainly tactical asset allocation, (TAA) programme trading and stock lending.

2. Course Objectives:

In the background of globalization of capital markets, international diversification assumes greater importance as a principle of portfolio management. Therefore, this course is intended to upgrade the student's knowledge and skills by

- (1) Understanding the scope and importance of international diversification for achieving better risk-return profile of portfolio investments.
- (2) Analyzing the latest technology based on tools like TAA, programming trading etc.

3. Pedagogy:

Method of instruction consists of lectures, group discussions, seminar presentations, writing assignments and tests. Reading and analysis of latest articles in national and international journals in the background of recent global financial developments will be integral part of instruction.

4. Course Contents

- Module 1:** International Investment – International Diversification – GDRs & ADRs – International Mutual Funds.
- Module 2:** Investments in Emerging Markets – Foreign Exchange Risk – Political Risk.
- Module 3:** Integrating Derivative Assets and Portfolio Management – Role of Derivative assets – Portfolio objectives and construction – Hedging company risk – fixed income portfolio.
- Module 4:** Tactical Asset Allocation – Stock Lending – Program

References:

1. Portfolio Analysis and Management – Ballad
2. Modern Portfolio Theory and Investment Analysis – Edwin J. Elton and Martin J. Grubor.
3. Security Analysis and Portfolio Management – Fisher and Gordon
4. Security Analysis and Portfolio Management – V. A. Avdhani
5. Financial Engineering: A complete guide to financial innovation – Marshal / Bansal
6. Portfolio construction Management and protection (with stock track coupon)- Robert A Strong

HC05: MAJOR PROJECT WORK

Major Project Work would 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.

SC01: COMPUTER APPLICATIONS IN COMMERCE

1. Course Description:

This course is designed to provide computer basics and computer applications in commerce. It focuses on computer applications in Accounting, Finance, Taxation and Statistics.

2. Course Objectives:

The objective of the course is to enable students to understand online trading, online banking, online submission of income tax and indirect tax returns. Tally and XBRL applications in Accounting. SPSS applications in statistical analysis.

3. Pedagogy:

Lectures, assignments, presentation, case analysis, Online demonstrations and computer practicals.

4. Course Contents:

Module 1: Computer Basics: An overview of the computer system. Windows operating system- MS Word- basics, creating, editing and formatting documents, inserting tables and graphics. MS Power Point- basics, creating presentation, customizing design templates with slide masters, producing presentation. MS Excel- basics, entering and editing data, performing calculations, formatting and printing worksheets, preparation of charts. MS Access- basics, designing and creating data base, adding and maintaining data in data in tables, retrieving data using forms and reports. Internet Explorer- basics, searching the web.

Module 2: Computer Applications in Financial Management and Taxation: Using MS Excel to solve financial management problems- Present Value, Future Value, NPV etc. Online Trading of Securities. Online Banking. Filing of Online Application for PAN and TAN. Online submission of Income Tax Returns and TDS Return. E-filing of indirect taxes return.

Module 3: Computer Applications in Accounting: Features of Tally. Completing accounting cycle using Tally software. XBRL. Taxonomy. Filing of Financial statements, Director's report and Auditor Report using XBRL.

Module 4: Computer Applications in Statistical Analysis : Features of SPSS. Creating files and data entry in SPSS. Preparation of frequency tables and graphs. Computation and interpretation of Mean, Standard Deviation, Standard Error, Simple and multiple correlation, regression. Analysis of variance. t-Test, Chi-Square Test.

Computer Lab Practicals:

9. Computation of Present value, future value, Net Present Value using MS Excel.
10. Filing of online application for PAN, TAN.
11. Online submission of Income Tax Returns and Indirect Tax Returns.
12. Online Banking
13. Online Trading.
14. Completing accounting cycle using TALLY.
15. Online submission of Financial Statements using XBRL

16. Computation of descriptive statistics, correlation, regression using SPSS.

References:

5. Tally.ERP 9 Essentials.
6. xbrl.org.
7. iasb.org.
8. spss.org
5. rbi.org.
6. incometax.india.gov.in.
7. xbrl.icai.org.
8. mca.gov.in
9. icai.org.
10. bse.org. nse.org. sebi.org..

SC02: MANAGEMENT OF FINANCIAL SERVICES

1. Course Description:

This course is all about Financial Services industry analysis, trends, globalization and government policy. It also includes an analysis of future of Financial Services, particularly in respect of investment banking, micro-finance/insurance and angel investing.

2. Course Objectives:

The course aims at helping the students to:

3. Understand and appreciate the role of financial services industry.
4. Grasp the trends in financial services industry particularly the impact of globalization of Financial Services.
5. Gain an insight into the future of Financial Services industry. Teaching Methodology

A brief introduction of issues underlying Financial Services industry, the trends, globalization, etc. will be followed by a series of individual seminar, presentations, group seminars, discussions and case study analysis relating to IB, MF / MI and angel investing

3. Pedagogy:

Students must work out assigned individual topics, present seminars and participate in case studies or group discussions.

4. Course Contents:

Module 1: Concept and scope of financial services – marketing of financial services – problems and prospects of financial services industry in India.

Module 2: Globalization of Financial Services – GATS – Functions and the Role of GATS – Evaluation of Government’s policy towards globalization.

Module 3: An Overview of Trends in Financial Services in India – Lease Financing – IPO Management – Venture Capital – Credit Rating –Portfolio Management Services.

Module 4: Future of Financial Services Industry – Micro Finance/Insurance – Angel investing – Investment Banking.

References:

1. Financial Markets and Institutions – By Bhole.L.M. (Tata McGraw Hill)
2. Indian Financial System – Theory and Practice – By Khan M.V (Vikas Publishing)
3. Financial Management and Control – By Chakraborty S.K (Mc Milan)
4. New Issues Markets By Khan M.Y (Allied Publishers)
5. Emerging Scenario of Financial Services – By Gordon & Natarajan (Himalaya Publishing House)
6. Financial Services in India - By M.A. Kohok (Himalaya Publishing House)
7. Management of Financial Services – By Avadhani (Himalaya Publishing House)

ELECTIVE GROUPS

GROUP A: AGRI-RISK MANAGEMENT

PAPER-2

SC03: WEATHER RISK MANAGEMENT

6. Course Description:

Extreme weather events, particularly monsoon outcome, represent a major source of risk adversely impacting the agro-based Indian economy. Recent developments in insurance and risk markets provide ample opportunities for absorbing frequently occurring weather shocks, particularly monsoon. Hence, this course is designed to capture the evolution and essence of weather risk markets with special reference to Indian economy.

7. Course Objectives:

- The aim of the course is to enable students:
- (v) Understand and appreciate the relevance of weather risk and insurance markets.
 - (vi) Understand different types of insurance products and other SPVs (special purpose vehicles) designed for absorbing weather risk.
 - (vii) Achieve proficiency in evaluating the weather risk profile across 36 meteorological sub divisions of Indian subcontinent.
 - (viii) Acclimatize with the securitization of weather risk and design innovative financial instruments for trading in weather risk markets.

8. Pedagogy:

LTP model will be the basic approach used for delivering the course with a focus on review of research articles published in leading journals at national/ international level relating to WR insurance and other SPVs. The students would be required to evaluate the risk profile of Indian Monsoon on the basis of empirical research.

9. Contents:

Module 1: Weather Risk- introduction-sources of Weather Risk - enterprises subject to Weather Risk - History of Weather Risk markets- OTC products- Exchange traded products.

Module 2: Rainfall based index insurance-introduction – growth of index insurance-institutions engaged in index insurance – BASIX, NAIC, etc- Merits and limitations of index insurance - Latest developments.

Module 3: Rainfall Risk - Analysis of rainfall risk profile across meteorological subdivisions of India- Analysis of impact of monsoon on agricultural and allied sector.

Module 4: Securitization of weather risk- SPVs- Design and Development of derivatives- rainfall based index futures and options- hedging opportunities-speculation in monsoon outcome – regulatory framework.

10. Reference Books/Journals/Websites:

- iv) Weather Risk Management: A South African market perspective by C.B Thomson (unpublished)
- v) **Journals:** Environmental Finance
Risk Finance
Risk
Financial Derivatives
Global Reinsurance.
- vi) Websites:
www.WRMA.org, www.cme.org, www.repec.idea,
www.wradvisory.com
www.chicagoclimateexchange.org

ELECTIVE GROUP B: FUND MANAGEMENT

PAPER-2

SC04: FUNDS INVESTMENT STRATEGIES

1. Course Description:

The course is designed to provide basic knowledge about the Fund Management, Investment Pattern of Mutual funds, Efficient Markets and Index Funds etc.,

2. Course Objectives:

Funds investment strategies can play an important role in analyzing a fund and its management. The course aims to help the students in:

- (1) Critical analysis of risk funds
- (2) Understanding the performance of Mutual funds
- (3) Analyze the internationally Oriented portfolios
- (4) Know the recent developments in management of funds

3. Pedagogy:

Class room teaching of basic Funds Management concepts shall be followed by a series of individual seminar presentations, group seminars, discussions and case study analysis relating to futures, options and swaps. Assigned problems are to be worked on an individual basis, followed by group discussion of case

4. Course Contents:

- Module 1:** Fund Management-Analyzing a Fund and its Management – A careful look at Risk – sorting out costs
- Module 2:** Investment Pattern of Mutual funds – Evaluation of performance of Mutual funds
- Module 3:** Working of fixed – Income securities –Bond funds –Tax exempt Bonds - How to analyze a Bond Fund –Equity fund categories –Building wealth with stock funds
- Module 4:** Index Funds – Efficient Markets and Index Funds – Internationally Oriented portfolios. Recent developments in Management of Funds and determination of portfolios of securities by Mutual Funds.

References:

1. K.G. Sahadevan and M.Thripairaju: “Mutual funds, data interpretation and Analysis” (Prentice Hall of India)
2. V.K. Avadhani: Marketing of Financial Services (Himalaya)
3. R.Gorden and Natarajan: Emerging scenario of Financial Services (Himalaya)
4. Fredman and Wiles: How Mutual Funds work (Prentice Hall of India)

ELECTIVE GROUP C – FINANCIAL DERIVATIVES

PAPER: 2

SC05: FINANCIAL DERIVATIVES AS HEDGING TOOLS

1. Course Description:

It is an advanced course in financial derivatives which includes hedging strategies using financial derivatives.

2. Course Objectives:

The very purpose of trading in financial derivatives is to hedge a wide range of risks faced by a business, particularly interest rate risk, currency risk and equity investment risk. The course aims at enabling the student to:

- 4) Apply the hedge ratio for achieving optimal no. of derivatives contracts.
- 5) Evaluate hedging opportunities.
- 6) Understand and apply a wide range of commonly used hedging.

3. Pedagogy:

Class room teaching of basic hedging concepts and strategies shall be followed by a series of individual seminar presentations, group seminars, discussions and case study analysis relating to hedging strategies involving derivatives. Assigned problems are to be worked on an individual basis, followed by group discussion of case problems. The students shall be required to make individual case study presentations based on the typical problems faced by business organizations due to volatility in interest/currency rates.

4. Course Contents:

- Module 1:** Using forwards for hedging- forwards to manage commodity price risk- buying forwards for hedging against price increases – selling forwards for hedging against price declines- using forwards for hedging against increase/ decrease in interest rate - using forward Foreign Exchange contracts to manage currency risk
- Module 2:** Using futures for hedging- short hedges- long hedges- hedge ratio- estimating hedge ratio- basis risk- portfolio approach to a risk minimizing hedge
- Module 3:** Using options for hedging- protective puts- protective calls- covered calls- spreads- using options to manage interest rate risk
- Module 4:** Using Swaps for hedging- using IR swaps- swapping to hedge against the risk of rising interest rates- swapping to hedge against the risk of falling interest rates- using currency swaps – swapping to hedge against the risk of a decline in a revenue stream – swapping to hedge against the risk of an increase in cost.

References:

5. Risk Management – Insurance and Derivatives – By G.Kotreshwar (HPH)
6. Introduction to Futures and Options Markets – By John Hull (PHI)
7. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
8. Futures and Options – By Edwards and Ma (Mc Graw Hill)

OPEN ELECTIVES **OE 01: RETAIL BANKING**

1. Course Description:

This course is designed to provide a basic understanding of Personal Banking. It focuses on functions of banks, banker and customer relationship, Opening of bank accounts and their operations, bank deposits and loans and banking technology.

2. 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.

3. 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

4. Course Contents:

- Module 1: Functions of Banks:** Functions of Reserve Bank of India, Commercial Banks, Private Sector Banks, and Gramina 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:

9. Machiraju, H.R., Indian Financial System, Vikas, New Delhi.
10. Verma, J.C. Merchant Banking, TMH, New Delhi.
11. Mithani and Gordeon, Banking Theory and Practice, Himalaya, Bombay.
12. Bhole, L.B., Financial Institutions and Markets, TMH, New Delhi.

OE 02: FINANCIAL ACCOUNTING

1. Course Description:

This course is designed to provide a basic understanding of financial accounting. It focuses on financial accounting concepts, principles, and procedures. Specific attention is devoted to preparation

2. Course Objectives:

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

3. 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.

4. Course Contents:

Module 1: Introduction: Meaning and purpose of financial accounting. Information needs of users. Basic principles and concepts of accounting.

Module 2: The Accounting Cycle-1: Analysis of business transactions, recording journal entries in the Journal, posting journal entries into the Ledger.

Module 3: The Accounting Cycle-1: Preparation of Unadjusted Trail Balance, recording adjustment and closing entries, and preparation of adjusted trail balance.

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

References:

3. Financial Accounting by Narayana Swamy, Prentice-Hall of India
4. Accounting: Text and Cases by Robert N. Anthony, McGraw-Hill.

