

Master of Commerce, M. Com (Regular)
Course Matrix (2017-18)

Course Code	Semester and Course	Teaching hours	Credits	Maximum Marks			Examination Duration
				Continuous Assessment	Semester-end Examination	Total	
Semester – I							
HC101	Organizational Behaviour and Theory	3	3	25	75	100	3
HC102	Managerial Economics	4	4	25	75	100	3
HC103	Advanced Financial Management	4	4	25	75	100	3
HC104	Accounting Theory and Analysis	5	5	25	75	100	3
SC101	Soft Core Stream, Course – I	4	4	25	75	100	3
SC102	Soft Core Stream, Course – II	3	3	25	75	100	3
Semester – I, Total		23	23	150	450	600	
Semester – II							
HC201	Business Environment and Government Policy	4	4	25	75	100	3
HC202	Advanced Marketing Management	4	4	25	75	100	3
HC203	Managerial Communication	3	3	25	75	100	3
HC204	Business Mathematics and Statistics	4	4	25	75	100	3
SC201	Soft Core Stream, Course - III	4	4	25	75	100	3
SC202	Soft Core Stream, Course - IV	3	3	25	75	100	3
EL - 1	Elective/Inter-disciplinary Course - I	2	2	10	40	50	1½
Semester – II, Total		24	24	160	490	650	
Semester – III							
HC301	Human Resource Management	4	4	25	75	100	3
HC302	E-commerce	3	3	25	75	100	3
HC303	Quantitative Techniques for Managerial Decisions	4	4	25	75	100	3
HC304	Business Research Methodology	4	4	25	75	100	3
SC301	Soft Core Stream, Course - V	4	4	25	75	100	3
SC302	Soft Core Stream, Course - VI	4	4	25	75	100	3
EL - 2	Elective/Inter-disciplinary Course - II	2	2	10	40	50	1½
Semester – III, Total		25	25	160	490	650	

M.Com, Semester – IV							
HC401	Strategic Management and Corporate Governance	3	3	25	75	100	3
HC402	Global Business Management	4	4	25	75	100	3
HC403	Production and Operations Management	4	4	25	75	100	3
HC404	Entrepreneurial Development and Project Management	3	3	25	75	100	3
HC405	Inplant Training and Project Report	3	3	25	75	100	
SC401	Soft Core Stream, Course – VII	4	4	25	75	100	3
SC402	Soft Core Stream, Course – VIII	4	4	25	75	100	3
	Semester – IV, Total	25	25	175	525	700	
	Semesters – I to IV, Grand Total	97	97	645	1955	2600	

Besides, the students have to study three soft skill courses in the first year and these courses are (1) Communication Skills, (2) Computer Skills and (3) Life Skills. These courses carry one credit each.

Soft Core Stream – A: Accounting and Taxation		Soft Core Stream – B: Accounting and Finance	
SC101A	Advanced Management Accounting	SC101B	Advanced Management Accounting
SC102A	Corporate Tax Planning and Management	SC102B	Indian Financial System
SC201A	Strategic Cost Management	SC201B	Strategic Cost Management
SC202A	Goods and Services Tax	SC202B	Investment Management
SC301A	Marginal Costing for Managerial Decisions	SC301B	Marginal Costing for Managerial Decisions
SC302A	Indian Accounting Standards - I	SC302B	Derivatives Market
SC401A	Indian Accounting Standards - II	SC401B	Indian Accounting Standards
SC402A	Cost Accounting Standards and Other Issues	SC402B	Global Business Finance
Soft Core Stream – C: Banking and Insurance		Soft Core Stream – D: Banking and Finance	
SC101C	Indian Banking System	SC101D	Indian Banking System
SC102C	Principles and Practice of Insurance	SC102D	Indian Financial System
SC201C	Credit Management in Banks	SC201D	Credit Management in Banks
SC202C	Management of Life Insurance	SC202D	Investment Management
SC301C	Indian Accounting Standards	SC301D	Indian Accounting Standards
SC302C	Management of Non-life Insurance	SC302D	Derivatives Market

SC401C International Banking

SC402C Actuarial Science

SC401D International Banking

SC402D Global Business Finance

Soft Core Stream – E: Marketing Management and Human Resource Management

SC101E Consumer Behaviour and Marketing Research

SC102E Human Resource Development

SC201E Services Marketing

SC202E Competency Mapping and Succession Planning

SC301E Retailing and Brand Management

SC302E Industrial Relations and Employee Welfare

SC401E International Marketing Management

SC402E International Human Resource Management

Elective Courses (for the students of other Disciplines):

Semester – II (Even Semester):

EL201: Personal Financial Planning

EL202: Principles of Marketing

Semester – III (Odd Semester):

EL301: Micro Finance

EL302: Income Tax Law and Practice

Semester – I

Course – HC101: Organizational Behaviour and Theory

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To develop a theoretical understanding among students about the structure and behaviour of organizations and to make them capable of realizing the competitiveness of firms.

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

Course Inputs

Unit – 1: **Organization Theory:** Introduction to Organization, Organization Theory - Classical, Neo-Classical and Contemporary, Authority, Power, Status, Formal and Informal Structure.

Unit – 2: **Organizational Structure and Design:** Introduction, Meaning, Determinants and Types – Line, Staff, Line and Staff, Functional and Divisional; and Project Matrix.

Unit – 3: **Organizational Behaviour (OB):** Meaning and Definition, Nature, Fundamental Concepts, Scope of OB, Challenges and Opportunities for Organization Behaviour, Contributing Disciplines to the field of OB, and Organization Behaviour Models.

Unit – 4: **Individual Behaviour:** Causes of Human Behaviour.

Personality: Meaning and Definition, Determination of Personality, Personality Traits.

Perception: Meaning and Definition, Perceptual Process, Factors influencing Perception, The Link between Perception and Individual Decision Making, Perceptual Biases/Errors, Honing Perceptual Skills.

Learning: Meaning, Theories.

Attitude: Sources of Attitude.

Values: Types of Values.

Job Satisfaction.

Unit – 5: **Group Behaviour:** Determinants of Group Behaviour, Group Process, Group Tasks, Types of Groups – Formal and Informal, Group Norms, Group Cohesiveness; Leadership – Styles of Leadership, and Decision Making in Group.

Unit – 6: **Organizational Change and Development:** Concept and Determinants of Organizational Culture; Organization Development – Concept and Intervention Techniques, Individual and Organizational Factors to Stress, Consequences of Stress of Individual and Organization, and Management of Stress.

Books Recommended for Reference (recent editions)

1. Stephen P. Robbins, Organization Behaviour, Pearson Education.
2. John M Ivancevich, Robert Konopaske and Michael T Matteson, Organizational Behavior and Management.
3. Keith Davis, Human Behaviour at Work, PHI

4. Subba Rao, Management and Organizational Behaviour, HPH
5. Luthans Fred, Organization Behaviour, McGraw Hill International
6. Ashwathappa K, Organization Behaviour: Text, Cases and Games, HPH
7. Don Hell Siegal *et al*, Organization Behaviour, South Western Thomson Learning.

Semester – I

Course – HC102: Managerial Economics

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To improve managerial decision making in the framework of a firm or organization by enabling the students to expose and analyze their acquired knowledge in Managerial Economics and aid to take up managerial responsibilities.

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

Course Inputs

- Unit – 1: **Introduction to Managerial Economics:** Economy and Economies, Essential Process and Problems of Economy, Nature and Scope of Managerial Economics, Managerial Economics and other Disciplines, Basic Concepts of Managerial Economics.
- Unit – 2: **Demand Analysis and Forecasting:** Concept of Demand, Determinants and Types of Demand, Elasticity of Demand, Demand Function, Demand and Supply Interaction, Market Equilibrium; Demand Forecasting - Techniques of Demand Forecasting.
- Unit – 3: **Production Analysis:** Production Factors; Production Function; Short-run and Long-run Production Functions; Graphical and Mathematical Approaches in finding Firm Equilibrium; ISOQUANT, ISOCOST, Least Cost Combination of Inputs, Law of Returns, Economies of Scale and Scope, Cob-Douglas Production Function, and Managerial implications of Production Function.
- Unit – 4: **Cost and Revenue Analysis:** Concepts of Cost, Determinants of Cost, Cost-Output Relationship in Short- and Long-Run, Economies of Scale Vs Diseconomies of Scale, Cost Control and Cost Reduction, Revenue Concepts, Functional Relationship between Marginal Revenue, Total Revenue, Marginal Cost and Total Cost.
- Unit – 5: **Market Structure and Pricing Practices:** Market Structure – Classification, Price and Output determination under Monopoly, Oligopoly, Monopolistic and Perfect Competitive Market Conditions; Price Discrimination - Degrees of Price Discrimination, International Price Discrimination and Dumping.
- Unit – 6: **Pricing Methods and Strategies:** Introduction to Pricing; Factors influencing Pricing; Pricing Practices; Process of Price Determination; Pricing Strategies; Pricing in Public Interest, and Government Intervention and Pricing.

Books Recommended for Reference (recent editions)

1. Yogesh Maheshwari, Managerial Economics, Sultan Chand Publication.
2. Gupta G S, Managerial Economics, Tata McGraw-Hill Publishing Company Ltd
3. John Sloman and Mark Sutcliffe, Economics for Business, Pearson Publications

4. William J. Baumol and Alan S. Blinder, Microeconomics Principles and Policy, Thomson Publication
5. Dwivedi D.N, Managerial Economics, Vikas Publishing House
6. T.N. Hajela, Public Finance, Ane Books Pvt ltd
7. Richard A. Musgrave and Peggy B. Musgrave, Public Finance in Theory and Practice, McGraw Hill Book Co
8. Richard J. Aronson, Public Finance, McGraw Hill Book Co
9. John F. Due and Ann F. Friedlaender, Government Finance, A.I.T.B.S. Publishers and Distributors
10. H. L. Bhatia, International Economics, Vikas Publication
11. Joel Dean, Managerial Economics, PHI
12. Rangarajan, Principles of Macro Economics, TMH

Semester - I

Course – HC103: Advanced Financial Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To facilitate understanding of the conceptual and practical applicability of various techniques of Financial Management in different segments of business.

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

Course Inputs

- Unit – 1: **Introduction:** Meaning and Objectives of Financial Management, Profit Vs Wealth Maximization, Interrelation among Financial Decisions, Interface of Financial Management with other Disciplines, and Measuring Shareholders' Value Creation; Time Value of Money - Concept, Importance, Factors contributing to the Time Value of Money, Techniques of Time Value of Money, and Loan Amortisation Schedule.
- Unit – 2: **Financing Decisions:** Capital Structure - Introduction, Determinants, Patterns, Point of Indifference and Theories of Capital Structure; Leverages – Meaning, Uses, and Types; Cost of Capital – Concept, Definition, Computation of Specific Cost of Capital and WACC.
- Unit – 3: **Long-Term Investment Decisions:** Capital Budgeting – Importance, Process, Non-discounted and Discounted Techniques of Capital Budgeting; Analysis of Risk in Capital Budgeting – Concept, and Risk Evaluation Approaches.
- Unit – 4: **Dividend Decisions:** Introduction, Types of Dividend Policy, Factors influencing Dividend Policy, Stock Split, Bonus Share and SEBI guidelines for issuing Bonus Shares, Legal Provisions relating to Dividend in India, Dividend and Market Valuation – Walter's Model, Gordon's Model and MM Approach.
- Unit – 5: **Inventory Management:** Concept, Objectives, Motives, Costs of Holding Inventories, Risk and Benefits of Holding Inventory, Determining of Stock Levels, EOQ and ABC.
- Unit – 6: **Cash and Receivables Management:** Objectives of Cash Management, Cash Conversion Cycle, Baumol Model of Cash Management; Receivables Management - Concept, Objectives, Costs of Accounts Receivable

Management, Factors influencing the size of Investment in Receivables, Credit Policy and Determination of appropriate Credit Policies.

Books Recommended for Reference

1. Vyuptakesh Sharan, Fundamental of Financial Management, Pearson Education Publication
2. Sudhindra Bhat, Financial Management: Principles and Practice, Excel books Publication
3. G. Sudarshana Reddy, Financial Management: Principles and Practice, Himalaya Publishing House
4. Ravi M. Kishore, Financial Management: Problems and Solutions, Taxman
5. M Y Khan and P K Jain, Financial Management, TMH Publication
6. Shashi K. Gupta and R. K Sharma, Financial Management: Theory and Practice, Kalyani Publisher
7. Prasanna Chandra, Financial Management: Theory and Practice, TMH Publication
8. I M Pandey, Financial Management, Vikas Publishing
9. Kohok M. A, Advanced Financial Management, Everest Publication
10. J. Van Horne, Fundamentals of Financial Management, Prentice Hall of India
11. Horne J C V, Financial Management and Policy, Pearson Education Publication
12. Brigham, Financial Management: Theory and Practice, Cengage Publication

Semester - I

Course - HC104: Accounting Theory and Analysis

Weekly Teaching Hours: 5
Credits: 5

Examination Duration: 3 hours
Maximum Marks: 100

Objective: To enable to the students to acquaint with a coherent set of logical principles and a general frame of reference for evaluation and development of sound accounting practices and also to enable them to understand the important contemporary issues in Accounting, and the Tools for analysis and interpretation of Financial Statements.

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

Course Inputs

Unit – 1: **Generally Accepted Accounting Principles (GAAPs):** Introduction, Definition of Accounting – Financial, Cost and Management; Accounting as the Language of Business, Accounting as the Information System, and Users and Uses of Accounting Information.

GAAPs: Introduction; Need for Accounting Principles; Meaning of Accounting Principles; Structure of GAAPs – (a) Accounting Assumptions - Business Entity Concept, Going Concern Concept and Money Measurement Concept; (b) Accounting Concepts - Accounting Period Concept, Objectivity, and Dual-Aspect Concept; (c) Accounting Principles - Cost Principle, Matching Principle - Recognition of Revenue, Realization Principle, and Systems of Accounting; (d) Accounting Conventions – Conservatism, Consistency, Materiality, and Disclosure; and (e) Accounting Rules and Policies.

Unit – 2: **Accounting Theory:** Introduction; Importance of Accounting Theories;

Accounting Theory – Meaning and Definitions; Classification of Accounting Theories - Structural (Syntactical) Theories, Interpretational (Semantical) Theories, and Behavioural (Pragmatic) Theories; Approaches to Formulation of Accounting Theory - Descriptive Approach, Normative Approach, and Ethical Approach; Few Basic Equity Theories - Proprietary Theory, Entity Theory, and Fund Theory.

- Unit – 3: **Accounting for Price Level Changes:** Introduction; Effects of Inflation; Approaches to Inflation Accounting - Entry and Exit Value Approaches – Partial and Complete Revaluation Methods – (a) Current Purchasing Power Method - Forward and Backward Approaches, Conversion Factor, Monetary and Non-monetary Items, and Restatement of Items of Financial Statements and Preparation of Inflation-adjusted Financial Statements under CPP Method; (b) Current Cost Accounting Method - Current Cost Profit and Loss Account - Cost of Sales Adjustment, Depreciation Adjustment, Monetary Working Capital Adjustment, and Gearing Adjustment, and Current Cost Balance Sheet.
- Unit – 4: **Human Resource Accounting:** Introduction; Human Resource Accounting – Definitions and Features; Premises of Human Resource Accounting; Classification of Human Resource Costs; Approaches of Human Resource Accounting – (a) Cost Approaches - Acquisition Cost Method, and Replacement Cost Method; and (b) Value Approaches - Present Value of Future Earnings Method, Adjusted Discounted Future Wages Method, Hermanson's Unpurchased Goodwill Method, Economic Value Method, Competitive Bidding or Opportunity Cost Model, Morse's Net Benefits Method, and Ogan's Discounted Certainty Equivalent Net Benefits Model; Comprehensive Model – Quantification and Recognition of Qualities of HR into HRA Model; Advantages; and Indian Scenario.
- Unit – 5: **Financial Reporting:** Financial Reporting – Concept, Objectives and Benefits, Trueblood Report and Stamp Report, Qualities of Financial Information, The Companies Act, 2013 and Financial Statements; Ind AS – 1: Presentation of Financial Statements and Ind AS - 7: Statement of Cash Flows.
- Unit – 6: **Analysis and Interpretation of Financial Statements:** An Overview of Tools of Analysis and Interpretation – (a) Comparative Financial Statements, (b) Common-size Financial Statements, (c) Trend Analysis, (d) Ratio Analysis, and (e) Funds Flow Statement (Note: The students have studied this Unit at the B.Com level and therefore, the Course Teacher is expected to provide only an overview of this Unit and to focus on solving advanced problems involving analysis and interpretation of Financial Statements).

Books Recommended for Reference

1. J. Madegowda, Accounting Theory and Analysis, Himalaya Publishing House
2. J. Madegowda, Advanced Management Accounting, Himalaya Publishing House
3. Robert N Antony and James S Reece, Accounting – Text and Cases
4. Sidney Davidson and Roman L. Weil, Handbook of Modern Accounting
5. Porwal, Accounting Theory, PHI
6. Jawaharlal, Accounting Theory, HPH
7. S.K. Bhattacharya and John Dearden, Accounting For Management – Text and Cases
8. Pyle, White and Larson, Fundamentals of Accounting Principles

9. Hendriksen, Accounting Theory
10. William W. Pyle and Kermit D Larson, Financial Accounting
11. Jain and Narang, Accounting Theory, Kalyani Publishers
12. S. N. Maheshwari, Advanced Accounting, Vikas Publishing House

Semester I

Course –SC101A/B: Advanced Management Accounting

Weekly Teaching Hours: 4

Examination Duration: 3hours

Credits: 4

Maximum Marks: 100

Objective: To enable the students to acquire adequate knowledge about different aspects of Management Accounting and to equip them with requisite competence to use them in managerial decisions.

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

Course Inputs

- Unit – 1: **Introduction:** Meaning, Definitions, Significance, Nature and Scope, Objectives, Functions, Uses and Limitations, Tools and Techniques of Management Accounting, Installation of Management Accounting System; Management Accounting as a separate branch of Accounting; and Management Accountant – Functions, Duties, and Essential Qualities.
- Unit – 2: **Budgetary Control:** Meaning and Objectives of Budget, Budgeting and Budgetary Control; Nature and Importance of Budgetary Control; Classification and Preparation of Functional and Master Budgets, and Fixed and Flexible Budget; and Zero Based Budget; and Advantages and Limitations of Budgetary Control.
- Unit – 3: **Standard Costing and Variance Analysis:** Introduction, Meaning, Objectives, and Significance of Standard Costing, Budgetary Control Vs Standard Costing, Prerequisites of Standard Costing, Types of Standards; Variance Analysis - Materials, Labour, Overhead Variances, Sales and Profit Variances, Accounting treatment of Variances; and Managerial Uses of Variance Analysis.
- Unit – 4: **Responsibility Accounting:** Responsibility Accounting - Definition, Meaning, Basic Principles, Process in Implementation, Controllable and Non-controllable Costs, Responsibility Reporting, Determinants of Responsibility Centers, Difficulties in Implementation, Responsibility Centre Performance Measurement Reporting to different levels of Management.
Transfer Pricing: Need, Methods of Transfer Pricing – Full Cost Method, Standard Cost Method, Marginal Cost Method, Market-based Transfer Price, Dual Transfer Prices, Negotiated Price Method, Arbitrary Transfer Price and Cost Plus Method; General Rules of Transfer Pricing.
- Unit – 5: **Inter Firm Comparison:** Introduction, Meaning and Definitions, Procedure and Requirements – Establishment of Central Organization, Adoption of Uniform Costing Principles and Practices.
- Unit - 6: **Managerial Reporting and Management Audit:** Introduction, Management Reporting – Meaning and Definitions, Fundamental Principles of Managerial Reports, Modes and Types of Reporting; Management Audit – Meaning,

Responsibility Accounting as an aid to Management Audit, and Management Auditor.

Books Recommended for Reference (recent editions)

1. J. Madegowda, Advanced Management Accounting, Himalaya Publishing House
2. Vij, Madhu, Management Accounting, McMillan
3. Atkinson Anthony A, Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall
4. Horngreen, Charles T, and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India.
5. Drury Colin, Management and Cost Accounting, Thomson Learning
6. Garison R. H and E. W. Noreeb, Managerial Accounting, McGraw Hill.
7. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education.
8. Khan and Jain, Management Accounting, Tata McGraw Hill
9. Jawahar Lal, Advanced Management Accounting – Text, Problems and Cases, S Chand & Co
10. Jain and Narang, Advanced Cost Accounting, Kalyani Publications
11. Ronald W. Hilton, Managerial Accounting, McGraw Hill.
12. Pandey I. M, Management Accounting, Vani Publications

Semester - I

Course – SC101C/D: Indian Banking System

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To expose the students to the fundamental concepts of Banking, its operation and innovations in Banking Sector.

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

Course Inputs

Unit – 1: **Commercial Banking.** Banking System in India, Phases of Indian Banking, Classification of Banks, Impact of Nationalization and Liberalization on Indian Banking, Challenges after Nationalization and Liberalization, Nature and Structure of Commercial Banking in India; and Recent Development in Commercial Banking.

Unit – 2: **Central Banking:** Central Banking Policy in Developed and Developing Economies, Functions - Note Issue, Bankers to the Government; Bankers to Commercial Banks; Credit Control Techniques; Structure and Organization of RBI - Role of RBI as Central Bank, Banking Regulation Act, 1949; The Reserve Bank of India Act, 1934 and Monetary Policy, Instruments; and Role of Monetary Policy Committee.

Unit – 3: **Rural Banking:** Functions of Co-Operative Banks, Co-Operative Credit, RRBs and their Functions, Structural Changes, Reforms in Co-Operative Credit; NABARD - Its Functions, Objectives and Working, Role of NABARD in Agriculture Finance, and Rural Infrastructure Development Funds.

- Unit – 4: **Information Technology in Banks:** Impact of Technology in Banking, Core Banking, Plastic Money, ATMs, Mobile Banking, Internet Banking, Electronic Payment System, RTGS, NEFT, ECS, CTS, Facets of E-banking, Challenges and Opportunities of E-banking, Committee Recommendations, Cashless Banking; Implementation Computerization and Security.
- Unit – 5: **Capital Adequacy Requirements:** Capital Adequacy in Banks, Capital Adequacy Norms, Maintenance of CRAR, Basel Accord Framework, Basel Accords – I, II and III; Impact of Basel Accords on Indian Banking System; Statutory Requirements - Need for Reserve Requirements, and Computation of CRR and SLR.
- Unit – 6: **Financial Services and Reforms:** Consumer Finance, Housing Finance, Depository Services, and Insurance Services; Banking Ombudsman Scheme, and Narasimhan Committee Recommendations.
- Financial Sector Reforms in India - Need for Reforms, Major Reforms after 1991, Issues and Impact of Financial Reforms, KYC Norms, and Money Laundering Regulations Act, 2002.

Books Recommended for Reference (recent editions)

1. J. F Sinkey, Commercial Bank Financial Management, Macmillan Publishing Co
2. Hawtrey, The Art of Central Banking, Augustus Publishers
3. Charless L Prather, Money and Banking, Richard. D. Irwin Inc
4. Benton E. Gup, Commercial Banking - The Management of Risk, Wiley
5. Jain Rathi Sharma, Banking Service Operations, RBD Publication
6. Indian Institute of Banking and Finance, Principle and Practice of Banking, Macmillan
7. B S Khubchandani, Practice and Law of Banking, Macmillan India Limited
8. K. P. M Sundharam and P. N Varshney, Banking Theory - Law and Practice, Pearson
9. Pai Panandikar and N C Mehra, Rural Banking, National Institute of Bank Management
10. S Natarajan and R. Parameswaran, Indian Banking, S. Chand
11. Mongia J. N, Banking Around the World, Allied Publishers Pvt Ltd
12. Padmalatha, Suresh and Justin Paul, Management of Banking and Financial Services, Dorling Kindersley

Semester - I

Course – SC101E: Consumer Behaviour and Marketing Research

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To enable the students to understand consumer behaviour and different aspects of marketing research.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminars, Assignments, etc.

Course Inputs

- Unit – 1: **Consumer Behaviour:** Introduction, Definition, Consumer Behaviour and Marketing, Application of Consumer Behaviour Science, Significance, Stages

in Consumer Decision Making, Characteristics of Indian Consumers, Types of Consumer Decision Making, Diversity of Consumer Behaviour, Consumer Needs and Motivation - Positive and Negative Motivation, Rational Vs Emotional Motives, Consumer Models - The Economic Model, Learning Model, Psycho-analytical Model, and Sociological Model.

- Unit – 2: **Determinants of Consumer Behavior:** Individual Determinants of Consumer Behaviour, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change; Consumer Relevant Reference Groups - Opinion Leaders - Family Decision Making and Consumption Related Roles - Family Life Cycle - Social Class and Consumer Behavior - Influence of Culture on Consumer Behavior - Cross Cultural Context; Diffusion of Innovations - The Diffusion and Adoption Process - Consumer Innovativeness and Personality Traits.
- Unit – 3: **Consumer Decision Making:** Models of Consumer Decision Making - Engle-Kollatt Blackwell Model, Howard-Sheth Model, Bettman's Model, and HCB Model; Concept of Involvement, Extensive/Limited Problem Solving – Reutilized Responsive Behaviour. Post-Purchase Behavior - Consumer Satisfaction Concept and Models - Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive Dissonance, Consumer Delight, and Consumer Complaint Behaviour.
- Unit – 4: **Consumerism:** Evolution of Consumer Society; Definition of Consumerism, Buyers and Sellers Rights, Effects of Consumerism; Organizational Buying - Concept and Comparison with Consumer Buying – Influence of Economic, Political, Legal, Suppliers, Technology, Customers, Government, and Labour Factors; Analyzing Buyers' Strengths and Negotiation Capabilities.
- Unit – 5: **Conceptual Framework of Marketing Research:** Marketing Research, Role of Marketing Research in Marketing, Research Process; Implications of Marketing Research on Marketing Mix, Limitations of Marketing Research, Ethics in Marketing Research, and Prominent Market Research Agencies in India.
- Unit – 6: **Application of Marketing Research:** Cluster Analysis for Identifying Market Segments, Conjoint Analysis for Product Research, Multi-Dimensional Scaling, Discriminate Analysis and Perceptual Mapping for Brand Positioning; Advertising Research - Copy Testing, Media Selection, Media Scheduling, Market and Sales Analysis; Sales Forecasting - Objective and Subjective Methods, Test Marketing, and Industrial Vs Consumer Marketing Research.

Books Recommended for Reference (recent editions)

1. Debraj Datta and Mahua Datta, Consumer Behaviour and Advertising Management, Vrinda Publication Pvt Ltd
2. S. Sumathi and P. Saravanavel, Marketing Research and Consumer Behavior, Vikas Publishing House Pvt Ltd
3. Leon Schiffman and Lazar Kanuk, Consumer Behaviour, PHI
4. Paco Underhill, Why We Buy: The Science of Shopping, Simon and Schuster
5. Rama Bijapurkar, We Are like that Only, Penguin India
6. Damodar Mall, Super Marketwala: Secrets to Winning Consumer India, Random House

7. Green Paul, Tull Donald, and Alburn Gerald, Research for Marketing Decisions
8. Akar, Kumar and Day, Marketing Research
9. Tull S Donald and Hawkins I Del, Marketing Research - Measurement and Methods
10. Mittal Sheth, Customer Behavior – A Managerial Perspective, Thomson
11. Hawkins, Best and Coney, Consumer Behavior, TMH
12. Schiffman Leon, Kanuk Lazar Leslie, Consumer Behavior, Pearson

Semester - I

Course – SC102A: Corporate Tax planning and Management

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: The course aims at making students conversant with the concept of Corporate Tax Laws and also their implications on Tax Planning and Management.

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

Course Inputs

- Unit – 1: **Basic Concepts:** Income Tax; Corporate Tax; Assessee; Assessment Year; Previous Year; Company, Different kinds of Companies - Indian Company, Foreign Company, Widely Held Company, Closely Held Company, Domestic Company; and Incidence of Tax.
- Unit – 2: **Tax Planning and Company Promotion:** Meaning of Tax Planning, Tax Avoidance, Tax Evasion and Tax Management; Features; Scope for Tax Planning; Business Location and Tax Planning; Nature of Business and Tax Planning.
- Unit – 3: **Computation of Corporate Tax:** Carry Forward and Set Off of Losses in the case of Companies, Computation of Taxable Income of Companies; Computation of Corporate Tax Liability; Minimum Alternate Tax; and Tax on Distributed Profits of Domestic Companies.
- Unit – 4: **Tax Planning with reference to Financial and Managerial Decisions:** Capital Structure Decisions; Dividend Policy; Bonus Shares and Capital Gains. Tax Planning with reference to Managerial Decisions - Own or Lease of an Asset, Installment or Hire Purchase, Make or Buy Decisions, Buying an Asset with own Fund or Borrowed Fund and Tax Planning with reference to Amalgamation and Demerger of Companies.
- Unit – 5: **Exemptions for Undertakings:** FTZ, Units in SEZ, 100% EOU, and Infrastructure Development.
- Unit – 6: **TDS,** Advance Payment of Tax with reference to Corporate Assessee; and Assessment Procedure - Types of Assessment; Return on Income and E-filing.

Books Recommended for Reference (recent editions)

1. Vinod K Singhania and Kapil Singhania, Direct Tax Planning and Management, Taxman.
2. Vinod, K. Singhania, Direct Taxes - Law and Practices, Taxman.
3. Mehrotra, H. C, Income Tax Law and Accounts including Tax Planning, Sahitya Bhawan Publications.

4. Narang and Gaur, Income Tax, Himalaya Publishing House.
5. Prasad, B, Direct Taxes -Law and Practices, Wishwa Prakashana
6. T. N. Manoharan, Students Handbook on Income Tax Law, Snow White Publications
7. Harshad. C. Chowdhry, Central Excise and Customs, Ashoda Publications
8. E. A. Srinivas, Corporate Tax Planning, Tata McGraw Hill
9. V. S. Sundaram, Commentaries on the Law of Income-Tax in India, Law Publisher, Allahabad
10. A. C. Sampath Iyengar, Law of Income Tax, Bharat Publishing house
11. Bhagvati Prasad, Direct Taxes - Laws and Practice, Wishwa Prakashana
12. Mehrotra and Goyanka, Direct Taxes - Tax Planning and Management, Sahitya Bhavan

Semester - I

Course – SC102B/D: Indian Financial System

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To equip the students with conceptual framework of functioning of financial markets, their structure and functioning of different players of financial markets.

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

Course Inputs

Unit – 1: **Overview of Indian Financial System:** Structure of Indian Financial system; Objectives and Functions of Financial System, Financial System and Economic Development; Niti Aayog; Financial Markets, Financial Instruments, Financial Institution and Financial Services.

Unit – 2: **Security Markets - Legal Environment:** SEBI - Introduction, Objectives, Powers and Functions, Role of SEBI in Capital Market and Investor Protection, Security Contract Regulations Act, 1956; and Salient Features of SEBI Act, 1992.

Unit – 3: **Primary Market:** Primary Market - Its Role and Functions; Issue of Capital - Methods of issuing Securities in Primary Market, Intermediaries in New Issue Market - Merchant Bankers, Underwriters, Brokers, Registrars and Managers, Bankers, Pricing of Issue - Book Building, Green Shoes Option, Procedure for New Issues, and SEBI Guidelines for Issue in Primary Market.

Unit – 4: **Secondary Market Operations:** Stock Exchanges in India - Importance and Functions, Listing of Securities in Stock Exchanges; Players in Stock Exchange - Investors, Speculators Market Makers, Stock Brokers; Eligibility Criteria; Trading in Stock Exchange, Stock Exchanges - Bombay Stock Exchange, National Stock Exchange, Over-the-Counter Exchange of India, and The SEBI (Central Listing Authority Regulations, 2003).

Trading Mechanism - BOLT, NEAT System, Screen Based System; Clearing and Settlement - Introduction, Terminologies, Transaction Cycle; Settlement Process - Demat and Trading Account; Trading Documents; Contract Note, Delivery Notes; Depositories - Role and Need; The Depositories Act, 1996; SEBI (Depositories and Participants Regulations) 1996; Depositories and

Participants Regulations 2012; and Types of Depositories - NSDL, CDSL, and Depository Participant.

Unit – 5: **Money Market Operation:** Meaning, Scope, Functions, Players, Call Money Market Operation, Treasury Bills, Mechanism of Commercial Papers, Certificate of Deposits, Trade Bills, New Instruments in Money Markets, Regulatory Role of RBI in Money Markets, and Tools for managing Liquidity in the Money Markets.

Unit – 6: **Recent Developments in Indian and Global Capital Markets:** International Markets - FIIs, Euro Issues, ECB, Latest Guidelines of ECB, ADRs, GDRs, IDRs, FCCB, FDI; International Bonds - Bulldog, Yankee, and Bunny Bonds.

Books Recommended for Reference (recent editions)

1. Cornett M. M and Saunders A, Fundamentals of Financial Institutions Management, McGraw Hill
2. Mandura Jeff, Financial Markets and Institutions, West Publishing Company
3. Thygeson Keneth J, Financial Markets and Institutions, Harper Collins
4. Rose and Marquis, Money and Capital Market: Financial Institutions and Instruments in a Global Market Place, McGraw Hill
5. Clifford Gmoez, Financial Markets, Institutions, and Financial Services, PHI
6. Mark Grinblatt, and Sheridan Titman, Financial Market and Corporate Strategy, Tata McGraw Hill
7. Meir Khon, Financial Institutions and Markets , Oxford University Press
8. M.Y Khan, Financial Services, Tata McGraw Hill
9. L.M Bhole, Financial Institution and Markets, Tata McGraw Hill
10. Sasidharam K and Mathew A, Financial Services and System, Tata McGraw Hill
11. Pathak B V, Indian Financial System, Pearson
12. Mishkin, Fredrick S and Stanley G Fakins, Financial Markets and Institutions, Pearson

Semester - I

Course – SC102C: Principles and Practice of Insurance

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To provide working knowledge of insurance to the students to enable them to translate the principles into practice.

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

Course Inputs

Unit – 1: **Introduction:** Meaning and Definition of Insurance, Nature and Functions of Insurance, Principles of Insurance - Utmost Good Faith, Insurable Interest, Indemnity, Contribution, Subrogation, Proximate Cause; Essentials of Law of Insurance Contract, Classification of Insurance, Nomination and Assignment, Comparison between Life and General Insurance, and Human Life Value.

Unit – 2: **Principles of Organization:** Structure of Insurance Companies - Stock Insurance Companies, Lloyd's Association, Mutual Insurance Companies;

Reciprocal Exchange, Office Procedure, Handling Grievances; Insurance Ombudsman - Powers, Duties, and Functions; Records, Forms, and Control.

Technology for Insurance - IT Applications in fundamental Areas, E-Insurance, and Online Insurance.

Unit – 3: **Regulatory Environment:** History of Insurance Legislation in India, The Insurance Act, 1938 and its Provisions; The Insurance Regulatory and Development Authority - Powers, Functions and Duties; Motor Vehicles Act, 1988, and Information Technology Act, 2000; Registration of Insurance Companies – Renewal, Suspension and Revival of Registration, and Cancellation of Certificate of Registration.

Unit – 4: **Insurance Intermediaries:** Need for Intermediaries, IRDA Regulations towards appointments of Agents - Duties, Code of Conduct, Commission, Termination of Agency; Role of Surveyors and Loss Assessor in General Insurance, Brokers, and Third Party Administrator in Health Insurance.

Unit – 5: **Insurance Market:** Globalization and Privatization of Insurance Services, Liberalization of Insurance Sector, Malhotra Committee Recommendations, and Opportunities for Insurance Industry.

Unit - 6: **Management of Risk:** Definition of Risk, Peril and Risk, Nature of Risk, Classification of Risk, Risk Management Process, Techniques of Risk Management, and Risk Management Policy in Insurance.

Books Recommended for Reference (recent editions)

1. M. N Mishra and S B Mishra, Principle and Practice Of Insurance, S. Chand and Co
2. T. S Mann, Law and Practice of Life Insurance in India, Deep and Deep
3. G. Krishna Swamy, Principle and Practice of Life Insurance, Excel Books
4. Swaroop C Sahoo and Suresh C Das, Insurance Management, HPH
5. Dr. S. V Joga Rao, Principles of Insurance Law, Wadhwa and Co
6. Badla B. S, Insurance Fundamentals, Deep and Deep Publication
7. Jawahar Lal U, Insurance Industry, ICFAI Press
8. K. C Mishra and G. E Thomas, General Insurance, Cengage Learning
9. K. C Mishra, Principles and Practice of General Insurance, Cengage Learning
10. Neelam C Gulati, Principles of Insurance Management, Excel Books
11. K. C Mishra and R. C Guria, Financial Management and Insurance Accounting, Cengage Learning
12. Mark S Dorfman, Risk Management and Insurance, PHI

Semester - I

Course – SC102E: Human Resource Development

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: The objective of the course is to make students aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals in organizations they work for.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminars,

Assignments, etc.

Course Inputs

- Unit – 1: **Human Resource Development (HRD):** Concept and Evolution, Human Resource Mobilization, HRD Conceptual Base, HRD at Micro and Macro Levels, Sub-systems of HRD, HRD Philosophy, Strategic Interventions in HRD Sector and Target Groups, HRD Mechanism, Processes and Outcomes, HRD Instruments.
- Unit – 2: **HRD and Management:** Attitude of Top Management towards HRD, Motivational aspects of HRD, Trends and Practices, and Line Managers and HRD.
Management Development - Introduction, Needs and Priorities, Requirements, Nature and Elements of Management Development, Approaches to Management Development, Emotional Intelligence and Leadership Qualities, and Responsibility for Management Development.
- Unit – 3: **HRD Activities:** HRD Culture and Climate, Elements of HRD Climate, Measurement of HRD Climate, Factors of HRD Climate, Determinant Needs, Developmental Supervisor, HRD for Workers - HRD Mechanisms for Workers, and Role of Trade Unions.
- Unit – 4: **Organizational Learning:** The Learning Organizations, Process of Learning and Development, Learning Theory, Implications of Learning Theory and Concepts, Learning Styles, Learning Curve, and Technology of Learning.
- Unit – 5: **HRD in Organizations:** Government Organizations, Educational Institutions, Armed Forces, Police and Industry, Private Sector and Public Sector Units; Emerging Issues in HRD, Creating Awareness and Commitment to HRD, Industrial Relations and HRD, Utilization of HRD Efforts, Future of HRD, and International Comparison of HRD.
- Unit – 6: **Performance Appraisal System:** Introduction, History, Objectives, Criteria, Benefits and Pitfalls of Performance Appraisal, Modern Method, 360 Degree Feedback and the New Appraisal Systems.

Books Recommended for Reference (recent editions)

1. Werner, Jon M and Randy L. Desimone, Human Resource Development, South-Western Educational Publishing.
2. Nadler, L (ed), Corporate Human Resources Development, Van Nostrand Reinhold.
3. Parek V and T. V. Rao, Designing and Planning Human Resource Systems, Oxford and IBH, New Delhi.
4. T. V. Rao and Udai Parek, Developing and Managing Human Resource System.
5. Peter Dowling, Lience Welch, Randall and Schuler, International Human Resource Management - Managing People in a Multinational Context, South Western College Publishing.
6. Michael Armstrong, A Handbook of Human Resources Management Practice, Kogan Page

Semester - II

Course – HC201: Business Environment and Government Policy

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To familiarize the students with the business environment prevailing in India and other parts of the world, and their implications on the business.

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

Course Inputs

- Unit – 1: **Conceptual Framework of Business Environment:** Concept, Significance, and Nature of Business Environment – Internal and External, Changing Dimensions of Business Environment, Techniques of Environmental Scanning and Monitoring, and Business Policy.
- Unit – 2: **State Intervention in Business:** Theory of Government Intervention in Business, Nature of Government Intervention in India – Recent Trends; State Policies affecting business. Roles of Government – Regulatory, Promotional, Entrepreneurial and Planning, and Recent Trends.
- Unit – 3: **Industrial Policies and Reforms:** Industrial Policies - A critical appraisal of New Industrial Policy 1991, Recent amendments to Industrial Policy, National Manufacturing Policy, Sickness in India – An overview of Sickness in Small Scale Industrial Units and Public Sector Enterprises, Causes for Sickness, Magnitude and Remedial Measures, Important Provisions of Sick Industrial Companies, (Special Provisions) Act, 1985 and their Applicability; FEMA; and Privatization and Disinvestment.
- Unit – 4: **Competition Act, 2002:** Introduction, Definitions, Consumer, Enterprise, Goods, *etc.*; Prohibition of Certain Agreements, Abuse of Dominant Position and Regulation of Combinations; Competition Commission of India - Duties, Powers and Functions of Commission; Duties of Director General; Competition Appellate Tribunal and Recent Changes.
- Unit – 5: **Consumer Protection Act, 1986:** Introduction, Objectives, Applicability, Consumer and Rights of Consumers, Nature and Scope of Remedies available to Consumer and Recent Changes.
- Unit – 6: **Global Environment:** Multinational Corporations, Foreign Collaborations and Indian Business – Foreign Direct Investment - Non-Resident Indians and Corporate Sector, Foreign Trade Policies and Recent Developments.

Books Recommended for Reference (recent editions)

1. E. Bhattacharya, International Business, Excel Publications.
2. V. K. Puri and S. K. Misra, Economic Environment of Business, Himalaya Publishing House.
3. K. Ashwathappa, Business Environment, Himalaya Publishing House.
4. Bertozzi-Burgunder, Business, Government, and Public Policy: Concepts and Practices, Prentice Hall of India.
5. Buchholz, Business Environment and Public Policy; Implication for Management and Strategy formulation, Prentice Hall of India.

6. F. Cherunilam, Business and Government, Himalaya Publishing House.
7. Victor, Strategic Management in the Regulating Environment: Cases and Industry Notes, Prentice Hall of India
8. Subba Rao, Business Policy and Strategic Management, Himalaya Publishing House.
9. GoI, Economic Survey (latest).
10. K. Ashwathappa, Essential of Business Environment, Himalaya Publishing House.
11. Ghosh and Kapoor, Business Policy and Environment, Himalaya Publishing House.
12. H Igar Ansoff, Corporate Strategy, Tata McGraw Hill.

Semester - II

Course – HC202: Advanced Marketing Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To facilitate understanding of the conceptual framework of Marketing and its connection with various strategies of Marketing in achieving Organizational Goals.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminars, Assignments, etc.

Course Inputs

Unit – 1: **Marketing Concepts and Tools:** Meaning, Definitions of Marketing and Marketing Management, Core Marketing Concepts, Marketing Concept and Consumer Value, Marketing Myopia, and Marketing Environment.

Unit – 2: **Market Segmentation and Consumer Response:** Need for Segmentation, Requirements of Market Segments, Bases of Market Segmentation, Segmentation Strategies; Buying Motives, Input-Output Model, Pre- and Post-Purchase Behaviour Model, Sigmund Freudian Psycho-Analytical Model, and Maslow's Hierarchy of Needs.

Unit – 3: **Marketing Mix:** Product – Types of Products, Diversification, Product Life Cycle and New Product Development and related Strategies, Product Identification and related Strategies.

Pricing – Pricing Policies, Determinants of Pricing, Role of Costs in Pricing, Pricing Methods.

Place – Channels of Distribution, Channel Policies, Channels and Conflicts.

Promotion – Elements of Promotion, Motivating sales force, Sales Promotion Techniques, Advertising, Types of Advertising, Determining Advertising Budget, and Media Selection.

Unit – 4: **Marketing Research:** Meaning, Purpose, Sequence of Steps in Marketing Research, Areas of Application, Methods of Marketing Research, Limitations of Marketing Research and Ethical Issues in Marketing Research.

Unit – 5: **Green Marketing:** Need for Green Marketing, Green Marketing Strategies, Principles of Green Marketing, Golden Rules of Green Marketing, Green Marketing Mix and Challenges in Green Marketing.

Unit – 6: **Retail and Rural Marketing:** Retailing, Types of Retailers, Retail Marketing Strategies, Global and Indian Trends in Retailing; Rural Marketing – Importance, Factors influencing Rural Buying Behaviour, and Marketing Mix

Strategies in Rural Market.

Books Recommended for Reference

1. V. S. Ramaswamy and S Namakumari, Marketing Management, Macmillan Publishers
2. S K Baral and S C Bihari, Advanced Approach to Marketing Management, A.I.T.B.S Publishers
3. David Jobber, John Fahy, Foundations of Marketing, TMH
4. William D Perreault, E Jerome Mc Carthy, Basic Marketing - A Global Managerial Approach, McGraw-Hill Publishers
5. Michael J. Etzel, Bruce J Walker, William J Stanton, Ajay Pandit, Marketing - Concepts and Cases, McGraw-Hill Publishers
6. Philip Kotler, Kevin Lane and Keller, Marketing Management, Pearson Education Publication
7. Philip Kotler, Armstrong, Principles of Marketing, Pearson Education Publication
8. Alexander Chernev, Strategic Marketing Management, Cerebellum Press Publication
9. Geoffery K Francis, Modern Marketing Management, TMH Publication
10. Ralph Westfall, Stanley, F Starch, Marketing Research - Text and Cases, TMH Publication
11. C. Rajendra Kumar, Rural Marketing: New Dimension, Adhyayan Publisher
12. Jacquelyn A. Ottman, The New Rules of Green Marketing, Berret Koehler Publication

Semester – II

Course – HC203: Managerial Communication

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To make the students to understand the different aspects of Communication Skills.

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

Course Inputs

Unit – 1: **Introduction:** Meaning, Importance of Communication, Purpose of Communication, Process of Communication, Communication Structure in Organisations, Barriers in Communication, Pre-requisites for Effective Communication, and Communication Network.

Unit – 2: **Verbal and Non-Verbal Communication:** Meaning, Principles of successful Oral Communication, Barriers in Oral Communication, Conversation Control – Reflection and Empathy, Effective Principles of Oral Communication; Non-verbal Communication – Meaning, Characteristics, Classification, and Guidelines for developing Non-verbal Communication.

Unit – 3: **Written Communication:** Meaning, Importance of skills in Written Communication, Purpose of Writing, Elements of Writing, and Principles of Effective Writing; Business Letters and Reports – Introduction, Meaning, Importance, Types of Business Letters and Report Writing, Writing of Business

Letters and Reports, and Writing of Memos; Reading Comprehension - Discussion of Passages with questions to be answered.

Unit – 4: **Listening:** Meaning, Significance, Types, Myths about Listening, Barriers and Overcoming Measures, Stages of Listening, and Body Language of an Active Listener.

Unit – 5: **Presentation Skills:** Meaning, Elements of Presentation, Designing a Presentation, Six great Helpers in Presentation, and Steps to a Successful Presentation; Group Communication - Meetings, Seminars, Conferences, Workshops and Business Etiquettes.

Unit – 6: **Employment Communication:** Introduction, Writing CVs, Group Discussion, Interview Skills and Impact of Technological Advancement on Business Communication.

Books Recommended for Reference (recent editions)

1. M. K Seghal and V Khetrapals, Business Communication, Excel Books.
2. P. D Chaturvedi and Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Person Publications.
3. Asha Kaul, Business Communication, Himalaya Publishing House.
4. Rajesh Viswanathan, Business Communication, Himalaya Publishing House.
5. R. K Chopra, Communication Management, Himalaya Publishing House.
6. Dennis Tourish and Owen Hargie, Key Issues in Organizational Communication, Routledge.
7. Michael Kramer, Managing Uncertainty in Organizational Communication, Lawrence Erlbaum Associates.
8. Sandra M Oliver, Handbook of Corporation Communication and Public Relations: Pure and Applied, Routledge.
9. Renal Fox and John Fox, Organizational Discourse – A Language-Ideology, Power Perspective, Prager.
10. Robert R Ulmar, Communication and Organizational Crisis, Power Perspective, Prager.
11. Neil James, Klirilingat Klork, How to Write Clearly, Effectively and Professionally, Allien and Onwin.

Semester - II

Course – HC204: Business Mathematics and Statistics

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To make the Students understand the managerial uses of mathematics and application of statistical tools and techniques for decision-making.

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

Course Inputs

Unit – 1: **Basic Mathematics of Finance:** Introduction, Nominal Rate of Interest and Effective Rate of Interest, Continuous Compounding, Compound Interest, Calculation at Varying Rate of Interest, Present Value, Interest and Discount,

Nominal Rate of Discount, Force of Discount, and Depreciation.

- Unit – 2: **Differential Calculus:** The Concept of Derivatives, Derivative of a Function, Derivatives of Linear and Quadratic Equations, and Applications to Management and Economics; Derivative of a product of two Functions, Successive Differentiation, Partial Differentiation, Determination of Maxima and Minima, Optimization Problems in Business; Integral Calculus - Definite and Indefinite Integral, Rules of Integration, Some Standard Results in Integration, Integration by Substitution, Integration by Parts, and Applications to Business.
- Unit – 3: **Probability, Random Variables and Theoretical Distributions:** Terminologies, Schools of Thought on (approaches to) the Concept of Probability, Permutation and Combination, Theorems of Probability - Conditional Probability, Bayes's Theorem; Calculation of Probability - Meaning of Random Variable, The Mean of a Random Variable, The Expected Value of a Random Variable, Binomial Distribution and Fitting a Binomial Distribution, Poisson Distribution and Fitting a Poisson Distribution, Normal Distribution and Fitting a Normal Curve.
- Unit – 4: **Simulation Models:** Basic Concepts, Monte Carlo Method, Random Number Generation, and Business Applications of Simulation Models.
- Unit – 5: **Decision Theory:** Introduction, Types of Decisions, Components of Decision Making, Decision Models, Types of Environment, Calculations of EMV, EVPI, EOL, Decision Making under Uncertainty, Decision Making under Risk, Decision Making under Conflict, Decision Making under Utilities, Marginal Analysis Method and Decision Tree Analysis, Posterior Probabilities and Bayesian Analysis.
- Unit – 6: **Statistical Quality Control:** Causes of Variations in Quality Characteristics; Quality Control Charts - Purpose and Logic, Constructing a Control Chart, Process under Control and out of Control, Control Charts for Attributes, Fraction Defects and Numbers of Defects.

Books Recommended for Reference (recent editions)

1. Asthana B. N, Elements of Statistics, S. Chand
2. Gupta S. P, Statistical Methods, Sultan Chand & Sons
3. Gupta S. C, Fundamentals of Statistics, Himalaya Publishing House
4. Sancheti D. C and Kapoor V. K, Business Mathematics, Sultan Chand & Sons
5. Render B and Stair, R. M, Quantitative Analysis for Management, Allyn & Bacon Inc
6. Levin R. I and Rubin D. S, Statistics for Management Prentice Hall of India
7. Hooda, R. P, Statistics for Business and Economics, Harper Collins
8. N. P. Agarwal, Sonia Agarwal, and Himanshu Saxena, Quantitative Techniques, Professional RBD Publications
9. Hein, L. W, Quantitative Approach to Management Decisions, Prentice Hall
10. V. K Kapoor and S Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons
11. S. D. Sharma, Operations Research, Kedar Nath Ram Nath & Com

Semester - II

Course – SC201A/B: Strategic Cost Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To equip the students for designing and implementing strategic cost management programme and system.

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

Course Inputs

Unit – 1: **Activity Based Costing (ABC):** Cost – Ascertainment, Control, Reduction, Avoidance and Management; Cost Management System; Cost Leadership Strategy; Strategic Cost Management (SCM); SCM Programme; and Importance of SCM.

Activity Based Costing - Inadequacies of Traditional Methods of Overhead Absorption, Concept of ABC, Kaplan and Cooper's approach to ABC, Cost Drivers and Cost Pools, Main Activities and their Cost Drivers, Allocation of Overheads under ABC – Characteristics, Steps, Implementation; Benefits and Limitations of ABC System.

Unit – 2: **Learning Curve Model:** Concept and Phases of Learning Curve, Graphical representation, Learning Curve Applications and Factors affecting Learning Curve, and Experience Curve.

Unit – 3: **Life Cycle Costing:** Concept and Characteristics activities and Phases in Product Life Cycle, Short Product and Extension of Product Life Cycle, Turning Point Indices in Product Life Cycle; and Project Life Cycle Costing.

Unit – 4: **Just-in-Time Approach:** Concept, Philosophy of JIT, Sources of Waste, Objectives of JIT, Features and Methodology of Implementation of JIT, Planning for adoption and Limitations of JIT Costing.

Unit – 5: **Target Costing:** Meaning and Definitions, Basic Concepts, Unique Features, and Cost determination procedure under Target Costing.

Unit – 6: **Balanced Score Card (BSC) and other Techniques:** Concept, Objectives, Four Basic Business Perspectives of BSC - Components and Measures of Performance; Kaizen Costing; Theory of Constraints; and Value Analysis and Value Engineering.

Books Recommended for Reference (recent editions)

1. J. Madegowda, Cost Management, Himalaya Publishing House, Mumbai.
2. Horngren et al., Introduction to Management Accounting, PHI, New Delhi.
3. Kaplan and Atkinson, Advanced Management Accounting, PHI Publications, New Delhi.
4. Ravi. M. Kishore, Cost Management, Taxman Publications, New Delhi.
5. Horngren, Foster and Datar, Cost Accounting, A Managerial Emphasis, PHI, New Delhi.
6. Edward Blocher, Cost Management, A strategic Emphasis, TMH, New Delhi.
7. Hilton, Cost Management, TMH, New Delhi.

8. John K Shank and Vijay Govindarajan, Strategic Cost Management, Free Press, Calcutta.
9. Roman L Weil and Michael W Maher, Handbook of Cost Management, John Wiley & Sons.
10. Don R Hansen and Maryarne M Mowen, Cost Management, Accounting and Control, Thomson.
11. Don T Decoster and Anthony A Atkinson, Advanced Management Accounting, John Wiley & Sons.
12. Leslie G Eldenburg and Sussan K Wolcott, Cost Management, John Wiley & Sons.

Semester - II

Course – SC201C/D: Credit Management in Banks

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To expose the students to the foundations of credit management, its processes and performance evaluation.

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

Course Inputs

- Unit – 1: **Bank Lending:** Attributes of Good Securities, Project Appraisal and Finance, Term Loan Sanction, Working Capital Finance, Kinds of Charging of Securities, Hypothecation, Pledge, Mortgage; Loan Documentation, and Execution of Loan Documentation.
- Unit – 2: **Credit Management:** Concept of Credit Risk and Process of Risk Management, Building Blocks of Credit Risk Management, Credit Policy in Banks, Principles and Objectives of Credit Management, Sound Credit Culture, Credit Disbursal and Monitoring, Credit Creation, Limitations of Credit Creation, Loans - System Delivery of Bank Credit, Loan Syndication and its Process, Role and Functions Credit Information Bureau, Fair Practice Code for Bankers, Functions of BCSBI, and Prime Lending Rate.
- Unit – 3: **Priority Sector Advances:** Categories and Target of Priority Sector Advances, Common RBI Guidelines on Priority Sector Lending, Recent Developments; Weaker Section of the Society, Micro Credit, Functions of Self Help Groups, KVI - Powers and Function of KVIC, Intensive Agriculture Operation; MUDRA Yojana, Credit Linked Capital Subsidy Scheme; Self Help Groups - Micro Finance and SHG, Development of Banking Habits among People, and Women Empowerment through SHG.
- Unit – 4: **Lead Bank Scheme:** Role of Lead Bank Manager, Function of Lead Banks, Committees on Lead Bank Implementation Scheme, Recent Lead Bank Restructuring Scheme, Service Area Approach, Agri-Clinic and Agri-Business Centres, Differential Interest Rate Scheme, and Money Margin Scheme.
- Unit – 5: **Management of NPAs:** Meaning and Definition of NPAs, Causes of NPAs, Prudential Guidelines on NPAs, Willful Defaults, SARFESI Act, 2002; Corporate Debt Restructuring, One-time Settlement, DRT Act, 1993, Establishment of Tribunal, Powers and Functions of Assets Reconstruction

Companies, and Compromise Settlements through Lok Adalats.

Unit – 6: **Performance Evaluation of Banks:** Bank Board of Financial Supervision, Bank Board Bureau, Functions of ROE Model, CAMEL's Rating, and Balanced Scorecard.

Books Recommended for Reference (recent editions)

1. J. F Sinkey, Commercial Bank Financial Management, Macmillan Publishing Co
2. Timothy W Kochi, Scott, Bank Management, Thomson
3. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, Pearson
4. Kumar, Banking Law and Practice, Tamil Nadu Book House
5. S Natarajan and R. Parameswaran, Indian Banking, S. Chand
6. B S Khubchandani, Practice and Law of Banking, Macmillan India Limited
7. Pai Panandikar and N C Mehra, Rural Banking, NIBM
8. Mongia J N, Banking Around the World, Allied Publishers
9. Vasant Desai, Indian Banking – Nature and Problems, HPH
10. Charless L Prather, Money and Banking, Richard D Irwin Inc
11. IIBF, Accounting and Finance for Bankers, MacMillan
12. P. N Reddy and Appannaiah, Banking Theory and Practice, HPH

Semester - II

Course – SC201E: Services Marketing

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To expose students to different perspectives and concepts of Services Marketing and to help them in achieving conceptual clarity to develop skills for applying to the business problems.

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

Course Inputs

Unit – 1: **Service and Service Environment:** Introduction, Nature and Definition of Services, Classification of Services, Evolution of Services as Value Contribution, Goods and Services Continuum, Contribution of Services Sector to the Economy, Evolving Environment of Services, Extended Services, Services in the Modern Economy, and Global and Indian Scenario.

Unit – 2: **Foundations of Services Marketing:** Introduction to Services Marketing, Service Marketing Philosophy, Marketing Concept and Orientation, Defining Services Marketing, Differences between Services and Goods, Marketing Challenges, Marketing Planning, Market Research and Services, Consumer Behaviour, Handling of Consumer Misbehavior, Evaluation of Service Alterations, Customer Satisfaction and Delight, and Post-Purchase Evaluation by Customers.

Unit – 3: **Services and Pricing of Services:** Introduction to 8 Ps of Marketing Mix, Product, Price, Place, Promotion, Physical Evidence of Services, Segmenting, Targeting and Positioning and Creating of Services, Identifying and Classifying

Supplementary Services, Product Life Cycle of Services, Branding of Services, New Service Development; Pricing of Services - Objectives, Approaches, Methods and Problems in Pricing.

- Unit – 4: **Distribution of Services:** Distribution in Services Context, Service Location Decision, The Type of Contact, Employees role in Service Delivery, Options for Service Delivery, Service Delivery in Cyber Space, Decisions about Time and Place of Delivery, Modes of Delivery, Role of Intermediaries, Distribution Channels, Designing the Communication Mix for Services, Objectives of Communication, and Challenges and Opportunities.
- Unit – 5: **Management of Service Delivery Process:** Blueprinting Services, Service Process Redesign, Service Marketing Triangle, Managing Internal and External Customers, Customer expectations of Services, Customer perceptions of Service and Measurement of Quality in Services, Servqual Model and other Measurement Methods; Creating a Culture of Service, Customer as Co-Producer, Balancing Demand and Capacity, Managing People for Service Advantages, Improving Service Quality and Productivity, The Gap Model, Customers role in Service Delivery, Services Market Segmentation, Positioning and Differentiation of Services, and Strategies for managing/closing the Five Gaps.
- Unit – 6: **Information Technology (IT) and Services Marketing Applications:** Role of IT Services, E-services, Online Consumer Behaviour, Self Service Technologies, Services Marketing Applications - Financial Services, Hospitality Services, Education Services, IT Services, Hotel Services, Event Management Services, Consultancy Services, Retailing Services, Telecommunication Services, Not-for-Profit Services and Social Services, Government Services, NGO Services, *etc.*

Books Recommended for Reference (recent editions)

1. Hoffman, Services Marketing, Thomson.
2. Lovelock Chatterjee, Services Marketing: People, Technology and Strategy, Pearson Education.
3. Christopher Love Lock, Jochen Wirtz and Jayantha Chatterjee, Services Marketing, Pearson Education
4. C. Bhattacharjee, Services Marketing
5. Govind Apte, Service Marketing, Excel Books
6. Kenneth E. Clow and David L. Kurtz, Service Marketing, Biztantra, New Delhi
7. Adrain Payne, Essence of Services Marketing, PHI, New Delhi.
8. Jha, S. M, Services Marketing, Himalaya Publishing House
9. Barrie Hopson and Mike Scally, 12 Steps to Success through Service, Mercury Publication Canada
10. Bateson. J, Managing Services Marketing, Text and Readings, Dryden, Chicago
11. Philip Kotler and P.N. Blomm, Marketing Professional Services, Prentice Hall
12. Rampal M.K. and Gupta S. L, Service Marketing: Concepts, Application and Cases, Galgotia Publishing Company, New Delhi.

Semester - II

Course – SC202A: Goods and Services Tax

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To expose the students to the different aspects of Goods and Service Tax proposed to be implemented from 2017-18 FY by the GoI

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

Course Inputs

- Unit – 1: **Introduction:** Background of GST, What is GST? Process of introduction of VAT at the Centre and States; Advantages and Limitations of VAT; Justification for Introduction of GST - Shortcomings at the Central and State Levels; and Advantages at the Central and State Levels on introduction of GST; Process of Preparation for GST; Comprehensive Structure of GST Model.
- Unit – 2: **Salient Features of GST Model:** Concurrent Dual GST; Dual GST Model; Applicability of GST; Apportionment of GST between Central and States; Input Tax Credit under GST; Cross Utilization of ITC between Central GST and State GST; Refund and Adjustment of GST; Collection of GST; Administration; Chargeability; Compounding Option; Returns under GST; Registration Number; Audit and Assessment.
- Unit – 3: **GST Rate Structure:** GST Rates in Prominent Countries; Zero Ratings of Exports; GST on Imports; and Special Industrial Area Schemes.
- Unit – 4: **Inter State Goods and Service Tax:** Procedure and major advantages of IGST Model. Transactions within a State under GST and Inter-State Transactions under GST.
- Unit – 5: **Taxes and Duties Subsumed under GST:** Taxes and Duties Outside the purview of GST; Tax on items containing Alcohol; Tax on Petroleum Products; Other Taxes and Duties on Special Items; Tax on Tobacco Products; and Taxation of Services
- Unit – 6: **GST Over Service Tax:** Constitutional Amendment; How GST shall be Payable by Tax-payers; Composition Scheme for Small Traders in GST Regime; Registration of Assesses under GST; Particular Transactions of Goods and Services that are taxed simultaneously under Central GST and State GST; and Other aspects relating to GST.

Books Recommended for Reference

As this course deals with Tax aspects proposed to be implemented from 2017-18 FY, no books are available at present. And in about 6 months' time, a number of experts are expected to publish the books on the subject. For the time being, the Board recommends that both the Course Teachers and the Students can refer the GST Bill prepared by the Ministry of Finance, GoI which is uploaded to the website of the Ministry.

Semester - I

Course – SC202B/D: Investment Management

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To enable the students to understand various techniques of analysis used in investment decisions, portfolio analysis and efficient portfolio management.

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

Course Inputs

Unit – 1: **Investment and Investment Alternatives:** Meaning, Characteristics, Objectives, Investment Process, Investment Avenues, Investment Vs Speculation; Portfolio Management - Phases of Portfolio Management, Construction, Risk and Types of Risk attached to Investment, Security Return and Risk Analysis, and Measurement of Return and Risk.

Investment Alternatives: Non-Market Financial Assets - Bank Deposits, Post Office Savings Account, National Saving Certificates, Employee Provident Fund Scheme; Money Market Instruments - Bond or Debentures, Preference Share, Life Insurance, Consideration in choosing Life Insurance Policies, Investment in Gold, Real Estate, and Sources of Financial Information.

Unit – 2: **Portfolio Analysis and Management:** Traditional Portfolio Analysis, Effects of Combining Securities, Expected Return on a Portfolio, Single Index Model, Risk of a Portfolio, Reduction of Portfolio Risk through Diversification, Portfolio with more than two Securities, Markowitz Model and Location of Efficient Frontier.

Unit – 3: **Capital Assets Pricing Model:** Capital Assets Pricing Model - Assumptions, Capital Market Line, Security Market Line; Market Model, Arbitrage Pricing Theory and Factor Models, Factor Models and Return, Generating Process, One and Two Factor Models.

Unit – 4: **Efficient Market Theory:** Random Walk Theory, The Efficient Market Hypothesis, Forms of Market Efficiency - Weak, Semi-Strong and Strong Market, and their Significance; EMH Vs Fundamental and Technical Analysis.

Unit – 5: **Valuation of Securities:** Valuation of Fixed Income Securities - Bonds, Debentures, Preference Shares and Convertible Securities; Valuation of Variable Income Securities - Equity Shares; and Investment by Individuals.

Unit – 6: **Portfolio Performance and Evaluation:** Measurement and Evaluation, Measurement of Portfolio Performance, Risk and Return, Risk Adjustment and Performance Measures, Sharpe, Treynor and Jensen Models; Components of Portfolio Investment Performance, and Stock Selection and Timing.

Books Recommended for Reference (recent editions)

1. Cheney J and E Muses, Fundamental of Investments, Paul, New York
2. Fabozzi, Frank J, Investment Management, Prentice Hall
3. Bodie Zvi, Kane Alex, Marcus J Alan and Mohanty Pitabas, Investment, The TMH
4. Avadhani V A, Security Analysis and Portfolio Management, Himalaya Publishing House

5. Pandian Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing House
6. Domodaran, Investment Valuation, Jhon Wiley, New York.
7. Prasanna Chandra, Investment Analysis and Portfolio Management, TMH
8. Kevin S, Portfolio Management, PHI, New Delhi
9. Fuller Russew J and Farrel James L, Modern Investment and Security Analysis, TMH
10. Sharpe F William, Alexander J Gordon and Bailey V Jeffery, Investment Practice, PHI
11. Bhaua V K, Investment Management: Security Analysis and Portfolio Management, PHI
12. Francis Jack Clark, Investment Analysis and Management, TMH

Semester - II

Course – SC202C: Management of Life Insurance

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

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

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

Course Inputs

- Unit – 1: **Principles of Life Insurance:** Life Insurance in ancient India, Regulation of Life Insurance, Concept of Growth of Actuarial Science, Life Insurance Needs at various Stages, Benefits of Life Insurance; Essential Elements of Insurance Contract - Utmost Good Faith, Insurable Interest, Representation, Warranty, Indemnity and Contribution.
- Unit – 2: **Product Development and Life Insurance Products:** Concept of Product, Origin of New Product, New Product Development Process; Bancassurance - Models of Bancassurance, E- Insurance; and Emerging Trends in Insurance Sector.
- Life Insurance Products: The basic elements of Life Insurance Products, Features of Term Insurance and Endowment Insurance, Role of Term Insurance and Endowment Insurance in Product Designing, Whole Life Assurance, Children's Life Insurance, Group Insurance, Different types of Life Insurance Products in Indian Market, Life Insurance Products available in the Overseas Market, Products of the Several Private Insurer's and Recent Trends in the Insurance Industry.
- Unit – 3: **Annuities and Pensions:** Meaning of Annuities and Pensions, Need for an Annuity, Different types, Obligation of the Insurer regarding the payment of Annuity; Different Schemes available in India, Present Status and Future Prospects of Pension Funds in India.
- Unit – 4: **Risk Assessment and Underwriting:** Concept of Underwriting, Different Classes of Lives and the Standard for Classification of Risks, Need for Selection, Purpose of Selection, Important factors to assess the Insurability of Individual, Sources of Information for Underwriting, Classification of

Underwriting Process, and Measures to be considered for the Sub-Standard Lives.

Unit – 5: **Policy Conditions and Privileges:** Days of Grace, Revival of Lapsed Policies, Paid Up Value, Surrender Value, Non-Forfeiture Regulation, and Nomination and Assignment

Unit – 6: **Claims Management:** Features of Insurance Claims, Operative Clause of Policy, Maturity Claims, and Death Claims, Early Claims, Claims Investigation Management of early Claims, Claim Concession Clause, Married Women's Property Act, and Accident and Disability Benefits.

Books Recommended for Reference (recent editions)

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

Semester - I

Course – SC202E: Competency Mapping and Succession Planning

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To familiarize the students with different aspects of competency mapping and succession planning.

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

Course Inputs

Unit – 1: **Introduction to Competency Mapping:** Developing Competencies - Meaning, Definition, and History of Competency Method; Characteristics of Competencies, Types of Competencies, Developing Competency Framework, and Job Vs Competencies.

Unit – 2: **Approaches to Competency Mapping:** Process of Competency Mapping, Tools for Mapping - Behavioral Event Interview, Repertory Grid, Critical Incident Technique, Subject Expert Discussions, Survey Method and Participant Observation, Role Analysis, and Competency Analysis.

Unit – 3: **Methodology of Competency Mapping:** Competency Model Development, People Capability Maturity Model, Developing Competency Framework,

Competency Profiling, Competency Mapping Tools, Use of Psychological Testing in Competency Mapping, and Competency-based Interviewing

Unit – 4: **Competency Assessment:** Meaning, Definition and Purpose of Assessment, Tools for Assessment - Assessment Center, 360 Degree Feedback, BEI, CIT, Validation of Competencies, Performance Records, Tests and Interviews.

Unit – 5: **Succession Planning:** Meaning, Planning for Succession Planning, Significance of Succession Planning and Managerial Succession Planning, and Development of a Succession Planning Programme.

Unit – 6: **Succession Planning and Career Development:** Meaning, Significance and Process of Career Planning, Career Stages, Inter-Correlation between Succession Planning and Career Development.

Books Recommended for Reference (recent editions)

1. Seema Sanghi, The Handbook of Competency Mapping, Sage Publications.
2. Spencer M Lyle and Spencer M Signe, Competence at Work, Jhon Wiley and Sons Inc.
3. Rao V. S. P, Human Resources Management, Excel Books.
4. Seema Sanghi, Human Resources Management, MacMillan.
5. Lynton R, Parek, U, Training for Development, Vistaar, New Delhi.
6. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page.

Semester - III

Course – HC301: Human Resource Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To facilitate understanding of the conceptual framework of Human Resource Management and its application in decision making.

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

Course Inputs

Unit – 1: **Introduction:** HRM - Concept, Significance, Objectives, Scope and Functions; HR Planning, Job Analysis and Design; Job Description and Job Specification; Role of HR Manager; and Strategic HRM – Using HRM to attain Competitive Advantage.

Unit – 2: **HRM Functions and HRIMS:** Recruitment, Selection, Induction and Placement, Recruitment Sources – Internal and External, Selection – Steps in Selection Process – Tests, Interviews; and Human Resource Information Management System (HRIMS).

Unit – 3: **Learning/Training and Development:** Learning Theories – Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, Pedagogy and Andragogy; Basic Principles of Learning, The Learning Process; Training – Need, Importance and Objectives, Methods of Training; Employee Discipline, Suspension, Dismissal and Retrenchment; Executive Development Programmes – Need and Techniques.

- Unit – 4: **Compensation and Appraisal:** Compensation and Rewards, Factors influencing Compensation – Monetary and Non-Monetary Benefits; Performance-based Appraisals – Process of Performance Appraisal – Bias in Performance Appraisal, 360 Degree Performance Appraisal – BOS and BARS – Methods of Evaluation and Incentive Payments and Employee Welfare.
- Unit – 5: **Labour Relations:** Industrial Relations; Trade Unions, Industrial Disputes and Settlements, Grievances Handling, Disciplinary Procedure, Suspension, Dismissal, Domestic Enquiry Legal Formalities, Layoff, Retrenchment, Closure, VRS Health and Safety.
- Unit – 6: **HRM in the Era of Knowledge:** Knowledge Management – Concept, KM Architecture, Knowledge Conversion, Process of KM, Virtual Organizations – Feature, Types and Issues of HR; Learning Organizations, and Role of Leaders in Organizations.

Books Recommended for Reference (recent editions)

1. Desslor Gary, Human Resource Management, Pearson Education
2. Mathis and Jackson, Human Resource Management, Thomson
3. Flippo, Edwin B, Personnel Management, McGraw-Hill
4. Memoria and Gankar, Personnel Management: Text and Cases, Himalaya Publishing House
5. Monappa and Mirza, Personnel Management, TMH
6. Charles R Green, Strategic Human Resource Management, PHI
7. P. Subba Rao, Human Resource Management, Himalaya Publishing House
8. Deepak Kumar S D, Human Resource Management, Excel Books
9. Gupta C B, Human Resource Management, Sultan Chand & Sons
10. Decenzo, Robbins, Personnel/Human Resource Management, John Wiley & Sons Pvt Ltd.

Semester – III

Course – HC302: E-Commerce

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To make the students familiar with E-Commerce, E-Commerce Strategies, Technology and Application of Information Technology in Business.

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

Course Inputs

- Unit – 1: **Conceptual Framework of E-Commerce:** Introduction, Meaning, Definitions, Unique Features, Need and Scope, Online Extension of BAM Model, Transition to E-Commerce in India, Few Pioneering Indian Case Studies, Application of E-Commerce in different Sectors, Impact of E-Commerce on Business and Opportunities in E-Commerce, Advantages and Disadvantages of E-Commerce, IT Act, and Positive aspects for Corporate Sector.
- Unit – 2: **Business Models for E-Commerce:** E-Business Models based on relationship of Transaction Parties and E-Business Models based on relationship of

Transaction Types.

- Unit – 3: **E-Marketing and M-Commerce:** Traditional and Online Marketing, Internet Marketing Mix, Internet Marketing Trends, Target Markets, E-Marketing Strategies; E-Advertising – Methods, Advertising Strategies; M-Commerce – Infrastructure - Wireless-Standards and Applications.
- Unit – 4: **E-Customer Relationship Management:** Meaning and Definitions, Features, Framework and Architecture of E-CRM, Components of E-CRM, Building E-CRM, Tools to maintain E-CRM, Strategies for E-CRM Solutions; Data Mining - Elements, Types, Process and Applications, Advantages and Disadvantages; and Typical Business Touchpoints.
- Unit – 5: **E-Payments System:** Introduction, Special Features, Types - Digital Token-based EPS, Smart Cards, Credit Cards, E-Cheque, E-Cash, E-Purse, Debit Cards, Mobile Payment, Components of an effective EPS, Risk in EPS; EDI - Definition, Benefits, Limitations, Transaction and its Applications; EFT, and E-Supply Chain Management - Application in Business.
- Unit – 6: **Accounting Software:** Need for Accounting Software, Types - Tally, SAP; Preparation of Vouchers, Invoice and Salary Statement; Maintenance of Inventory Records, Maintenance of Accounting Books and Financial Accounts; and Financial Report Generation.

Books Recommended for Reference (recent editions)

1. Joseph P T, E-Commerce: An Indian Perspective, PHI
2. Puja Walia Mann and Nidhi, E-Commerce, MJP Publishers
3. Krishnamurthy Sandeep, E-Commerce Management, Vidya Vikas Publication
4. Murthy C. S. V, E-Commerce – Concepts, Model, and Strategies, Himalaya Publishing House
5. Whitely D, E-Commerce Strategy, Technology and Applications, McGraw Hill
6. Kalakota and Whinston, Frontiers of E-Commerce, Pearson Education
7. Wetherbe Turban, Information Technology for Management, John Willey Publishers
8. Eliason Alan L, Business Computer Systems and Applications, Science Research Associates, Chicago
9. Vishnu Priya Singh, Tally 9, Computer-tech Publishers Ltd, New Delhi
10. Justice Yatindre Singh, Cyber Laws, Universal Law Publishing Company
11. Prajagopalan S. P, Computer Application in Business, Vikas Publishing House
12. Laudon Kenneth C and Carol Guercio Traver, E-commerce: Business, Technology and Society, Pearson Education
13. Leonard Jessup and Joseph Valacich, Information Systems Today: Managing in the Digital World, PHI

Semester - III

Course – HC303: Quantitative Techniques for Managerial Decisions

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: This course aims at developing an understanding of the application of Quantitative Techniques for optimal managerial decisions.

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

Course Inputs

- Unit – 1: **Linear Programming:** Introduction, Importance and Scope of Quantitative Techniques in Business Activities, Optimization Concept, Operations Research Models; Linear Programming - Introduction to Linear Programming, Problem Formulation, Product Mix and Managerial Applications, Graphical Method of Problem Solving, Alternate solution of Linear Programming Problems, Simplex Method, Duality in Linear Programming, Formulation of Dual Problems, Advantages, and Economic Interpretation of Dual Variables.
- Unit – 2: **Transportation Models:** Introduction, Nature and Scope of Transportation and Allocation Models, Methods of Allocation, Different Methods for finding Initial Solution – VAM, N-W Corner Rule, and other Methods, Degeneracy, Finding Optimal Solution, Test for Optimality, Imbalance in Total Availability and Total Requirement, Impossible Shipments, Alternate Methods of Solutions, and Maximization as Objective Applications.
- Unit – 3: **Assignment Problems:** Introduction, Row Minimum, Column Minimum, Iteration, Balanced, Unbalanced, Infeasible, Maximization, Objectives, Applications, and Travelling Salesman Problem.
- Unit – 4: **Replacement Models:** Machines Replacement Models, Replacement of Items Deteriorating with Time, Replacement of Items that fail completely; and Description of Application Areas to other Replacement Problems, and Equipment Renewal Problems.
- Unit – 5: **Network Models:** PERT and CPM – Introduction, Techniques, Network Components, Precedence, Events, Activities, Errors and Dummies, Critical Path Analysis, Float, Probabilities in PERT Analysis, Project Time calculation, Project Crashing, Time, and Cost Considerations.
- Unit – 6: **Game Theory and Queuing Models:** Introduction, Assumptions of Game Theory, Two Person Zero Sum Games, Solution to Games, Saddle Point, Dominance Rule, Mixed Strategy, Graphical Method of Solving ($2 \times n$) and ($m \times 2$) Games, Importance and Limitations of Game Theory.
Queuing Models: Introduction, Characteristics of Queuing Models, Models for Arrival and Service Times, Single Poison Arrival with Exponential Service Rate, and Applications of Queuing Models.

Books Recommended for Reference (recent editions)

1. J K Sharma, Quantitative Techniques, Macmillan India
2. N D Vohra, Quantitative Techniques in Management, TMH
3. J K Sharma, Operations Research, Macmillan
4. K. Shridhar Bhat, Operation Research and Quantitative Techniques, Himalaya Publishing House
5. Anderson, Sweeney, Williams., Quantitative Methods for Business, Thomson
6. Srivastava and Others, Quantitative Techniques, New Age International
7. Barry Render, Ralph Stair and Michael Hanna, Quantitative Analysis, Pearson
8. Frederick Hillier and Gerald Lieberman, Operations Research, TMH

9. N. P Agarwal, Sonia Agarwal, and Himanshu Saxena, Quantitative Techniques, Professional RBD Publications
10. S. D Sharma, Operations Research, Kedar Nath Ram Nath and Co
11. Jiarhua W, The Theory of Games, Oxford University Press
12. Howard R, Dynamic Programming and Markov Process, Wiley
13. Hu T. C, Mathematical Programming, Academic Press

Semester - III

Course – HC304: Business Research Methodology

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To develop Research skills of students in investigating the research problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation.

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

Course Inputs

Unit – 1: **Introduction:** Meaning and Significance of Research; Approaches to Research - Scientific and Non-scientific Approaches; Types of Research - Applied Research, Fundamental Research, Qualitative Research, Quantitative Research, *etc.*; and Criteria for Good Research.

Business Research: Research in Business; Qualities of a good Researcher; Researcher and Manager Relationship; Research Process; Business Research Request and Proposal; and Ethics in Business Research.

Unit – 2: **Research Process and Research Design:** Pilot Survey; Formulation of Research Problem, Statement of Problem/s; Questionnaire Reliability and Validity Test; Scope of the Study; Generating Hypothesis; Testing Hypothesis; Analyzing and Conclusion, *etc.*

Concept of Research Design - Classification of Research Design; and Criteria for Good Research Design.

Unit – 3: **Collection of Data and Sampling:** Primary Data - Observation Method, Group Discussion, Interview Method, Questionnaire Method and Survey Method; and Secondary Data Collection.

Sampling: Concept of Sampling; Steps in Sampling; Sampling Techniques - Probability and Non-probability Methods; Sampling Frame; Sampling Unit; Sample Size; and Sampling and Non-sampling Errors.

Unit – 4: **Measurement and Scaling:** Scaling and its Techniques - Paired Comparison Scale, Likert Scale, Semantic Differential Scale and Thurstone Scale; Measurement and its Techniques - Nominal Scale, Ordinal Scale, Interval Scale and Ratio Scale; and Characteristic of sound Measurement and Scaling

Unit – 5: **Analysis and Presentation of Data:** Data Preparation and Description - Editing, Coding, Classification, Tabulation; Hypothesis Testing - Logic of Hypothesis Testing; Types of Hypothesis; Hypothesis Error; Measures of Central Tendency; Measures of Variation; Measures of Skewness; Statistical Testing Procedure; Types of Sample Tests; Types of Tests - Parametric Test-

Z-Test, T-Test, Chi-Square Test, One Way ANOVA, Pearson's Correlation and Non-parametric Test - Chi-Square Test, Two Way ANOVA, Wilcoxon Test, Nann-Whitney Test, Friedman Test, Kruskal-Wallis Test and their Calculations; Factor Analysis; Regression Analysis; Cluster Analysis; and SPSS.

Unit – 6: **Research Report:** Types of Reports - Formal and Informal Report Writing; Criteria for good Research Report; Plagiarism; Target Audience; Pre-research Proposal; Progress Report; Final Report; Guidelines for effective Report Writing; Research Report Format; Instruction Manuals; Pre-Size Writing and Reporting; Final Presentation of a Report; and Practical Case Studies.

Books Recommended for Reference (recent editions)

1. Aggarwal. S and Bharadwaj S, Research Methodology, Kalyani Publications.
2. Krishnaswamy. O. R, Research Methodology, Himalaya Publishing House.
3. C. M. Chikkodi and Satyaprasad B, Business Statistics, Himalaya Publishing House.
4. Bhandarkar W. T, Methodology and Techniques of Social Research, Himalaya Publishing House.
5. Pannerselvam R, Research Methodology, Prentice Hall of India.
6. Gupta. S. C and Gupta I, Business Statistics, Himalaya Publishing House.
7. Donald R Cooper and Pamela S Schindler, Business Research Methods, Tata McGraw Hill
8. Aczl-Sounderpandian, Business Statistics, Tata McGraw Hill
9. Wilson. M, Business Statistics, Himalaya Publishing House.
10. Levin. R. I and Rubin D. S, Statistics for Management, Pearson
11. Trochim M. K, Research Methods, Sultan Chand
12. Alan Bryman, Social Research Methods, Oxford University Press

Semester - III

Course – SC301A/B: Marginal Costing for Managerial Decisions

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To equip the students with the foundations of Marginal Costing and the application of Marginal Costing for different managerial decisions.

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

Course Inputs

Unit – 1: **Marginal Costing – Introduction:** Marginal Costing – Meaning and Definitions; Marginal Cost; Marginal Cost and Marginal Costing – Synonymous Terminologies; Ascertainment of Marginal Cost – (1) Classification of Total Cost – Behaviour-wise Classification of Total Cost; Methods of Segregation; Accounting Treatment of Variable and Fixed Costs; Contribution; Types of Fixed Costs; and Profit-Volume Ratio.

Unit – 2: **Break-even Analysis:** Introduction; Approaches to Break-Even Analysis (BEA); Algebraic Approach to Mono-Product BEA - Break-even Point and Cash BEP, and Required Sales to earn Target Profit; Tabular Approach to Mono-Product BEA; Graphical Approaches to Mono-Product BEA - Break-

Even Charts - Angle of Incidence and Margin of Safety; Profit-Volume Graph of Mono-Product Concerns.

- Unit – 3: **Multi-Product BEA:** Algebraic Approach to Multi-Product BEA; Graphical Approaches to Multi-Product BEA - Multi-Product Break-Even Chart, Weighted Average Approach to Multi-Product Break-Even Chart, and Profit-Volume Graph; and Assumptions underlying Break-Even Analysis.
- Unit – 4: **Cost-Volume-Profit Analysis (CVP Analysis):** Introduction; BEA Vs CVP Analysis; Effects of changes in Fixed Costs, Unit Variable Cost, Selling Price, and Sales Quantity; Operating Leverage - Cost Structure, Sales and Operating Profit.
- Unit – 5: **Absorption Costing, Variable Costing and Throughput Costing:** Introduction; Approaches for the determination of Profit - Economic and Accounting Approaches; Preparation of Income Statement under Absorption Costing, Variable Costing and under Throughput Costing - Product and Period Costs, Accounting treatment of Product and Period Costs, and Fixed Manufacturing Overheads, Valuation of Unsold Stock, Fixed Production Overhead Absorption Rate, Under- and Over-Absorption of Production Overheads, Method of Costing Sales; Reported Profit under specific circumstances; Reconciliation of Profit under Variable Costing with Profit under Absorption Costing and Under Throughput Costing; and Relevance of Variable Costing for External Reporting.
- Unit – 6: **Cost Analysis for Managerial Decisions:** Introduction; Managerial Decisions - Influencing Factors and Relevant Information; Application of Marginal Costing for Managerial Decisions - Product Diversification, Make or Buy Decisions, Pricing Decisions, Joint and By-product Costing – Methods of apportioning Joint Costs and Sell or Further Process Decisions, Profitability and Scarce Resource Allocation, Temporary Shut-down, and Optimal Level of Activity.

Books Recommended for Reference (recent editions)

1. J. Madegowda, Marginal Costing for Managerial Decisions, Prateeksha Publishers.
2. J. Madegowda, Advanced Management Accounting, Himalaya Publishing House.
3. Ray. H. Garrison, Management Accounting - Concepts for Planning, Control, Decision Making, Business Publications Inc.
4. Desmond Goch, Finance and Accounts for managers, Pay Books Ltd.
5. Sydney Davidson, et al, Hand Book of Cost Accounting.
6. Charles. T. Horngren, Introduction to Managerial Accounting, Prentice-Hall International Inc.
7. Richard M. Lynch and Robert. W. Williamson, Accounting for Management Planning and Control, Tata McGraw Hill.
8. Charles. T. Horngren and George Foster, Cost Accounting – A Managerial Emphasis, Prentice-Hall of India Pvt., Ltd.
9. C. Bursk and John. F. Chapman, New Decisions-Making Tools for Managers, The New American Library Inc.
10. Robert. I. Dickey, Accountants Cost Hand Book, The Ronald Press Co.
11. Colin Drury, Management and Cost Accounting, The English Language Book

Society.

12. W. Thomas, Readings in Cost Accounting, Budgeting and Control, South-Western Publishing.

Semester – III/IV

Course – SC301C/D and SC401B: Indian Accounting Standards

Course – SC302A: Indian Accounting Standards (Ind AS) – I

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To familiarize the students with the corporate financial reporting Standards as notified by the Ministry of Corporate Affairs, GoI.

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

Course Inputs

- Unit – 1: **Introduction:** Regulatory Framework in India; Companies Act, 2013; Development in Financial Reporting in India; and India and IFRS.
- Unit – 2: **Conceptual Framework:** Ind AS - 8: Accounting Policies, Changes in Accounting Estimates and Errors; Ind AS - 10: Events after Reporting Period; and Ind AS - 33: Earnings per Share.
- Unit – 3: **Valuation and Measurement of Assets:** Ind AS - 16: Property, Plant and Equipment; Ind AS - 38: Intangible Assets; Ind AS - 40: Investment Property; Ind AS - 2: Inventories; Ind AS - 20: Accounting for Government Grants; Ind AS - 23: Borrowing Costs; Ind AS - 105: Non-current Assets held for Sale and Discontinued Operations; and Ind AS – 36: Impairment of Assets.
- Unit – 4: **Valuation and Measurement of Liabilities:** Ind AS - 19: Employee Benefits; and Ind AS - 37: Provisions, and Contingent Liabilities and Contingent Assets.
- Unit – 5: **Revenue and Expenses:** Ind AS - 18: Revenue; Ind AS - 11: Construction Contracts; and Ind AS - 21: The Effects of Changes in Foreign Exchange Rates.
- Unit – 6: **Other Ind AS:** Ind AS – 104: Insurance Contracts; Ind AS - 106: Exploration for and Evaluation of Mineral Resources; Ind AS – 114: Regulatory Deferral Accounts; Ind AS – 29: Financial Reporting in Hyper-inflationary Economies; and Ind AS – 34: Interim financial Reporting.

Books Recommended for Reference

1. Greuning Van Hennie, International Financial Reporting Standards - A Practical Guide.
2. International Financial Reporting Standards (IFRSs), Taxman.
3. Haskins E Mark and Ferris R Kenneth and Selling J Thomas, International Financial Reporting and Analysis: A Contextual Emphasis.
4. Nobes Christopher and Parker Robert, Comparative International Accounting.
5. Mohapatra A.K. Das, International Accounting.
6. The Companies Act, 2013, Publications Division, Government of Indian
7. Mukesh Saraf, Practical Implementation and Application Guide of Indian Accounting

Standards (Ind AS) IFR-converged Ind AS, Bharat Law House.

8. B. D. Chatterjee, Illustrated Guide to Indian Accounting Standards (Ind AS), Taxman.
9. T. P. Ghosh, Illustrated Guide to Indian Accounting Standards (Ind AS), Taxman.
10. Companies (Indian Accounting Standards) Rules, 2015 (Ind AS) with Referencer, Bharat Law House Pvt. Ltd.
11. Frederick D. S Choi and Gray K Meek, International Accounting, Pearson Education
12. Sandagaran S. M, International Accounting, Thomson Publication.

Semester - III

Course – SC301E: Retailing and Brand Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To expose the students to different perspectives and concepts of Retailing and Brand Management and to help them in achieving conceptual clarity to develop skills for applying these concepts to the business problems.

Course Inputs

- Unit – 1: **Retailing:** Introduction, Retailing - Definition, Significance and Importance, Indian Vs Global Scenario, Types of Retailing - Store Retailing, Non-Store Retailing; Types of Retailers, Retail Location - Factors affecting Retail Location Decision; Site Selection - Factors influencing Site Selection - Steps in Selecting Site; Location Based Retail Strategies, e-tailers, Theories of Retail Development, Retail Mix, and Single and Multiband Retailing.
- Unit – 2: **Store Design:** Introduction, Store Layout - Types of Layouts, Factors affecting Store Layout; Retailing Image Mix, Store Façade, Store Administration, Floor Space Management, Space Mix, Managing Store Inventories and Displays, Customer Service, CRM in Retailing, Cashiering Process, Managing In-Store Promotions and Events, Role of Store Managers, Segmenting and Targeting in Retail, Shopper Marketing - Components, and Visual Merchandising.
- Unit – 3: **Retail Supply Chain Management:** Definition, Integrated Supply Chain Planning, Vendor Development, Quick Response, Inventory Planning, Floor Ready Merchandise, Electronic Data Exchanges and Bar Coding Management, Reverse Logistics, and Emerging Issues.
- Unit – 4: **Brand Management - Introduction:** Concept of Brand, Evolution, Perspectives, Anatomy, Types of Brand Names, Brand Name Associations, Brand Vs Products, Advantages of Brands to Consumers and Firms, Brand Elements, Branding Challenges and Opportunities; Brand Positioning - Basic Concepts, Alternatives, Risk, Brands and Consumers, Strategies for Positioning the Brands for Competitive Advantage, Points of Parity, Points of Difference, Buying Decisions, Perspectives on Consumer Behavior, Building Strong Brand- Methods and Implications.
- Unit – 5: **Brand Management:** Dimensions, Brand Associations and Image, Brand Identity – Kapferer’s Brand-Identity Prism Model; Perspective Levels, Managing Brand Image; Stages - Functional, Symbolic and Experiential Brands; Brand Equity - Sources of Equity, Brand Equity Models, Brand Audits, Brand Loyalty and Cult Brands, Leveraging Brands, Brand Extensions, Extendibility, Line Extensions, Line Trap, Co-Branding and Licensing Brand,

Reinforcing and Revitalization of Brand - Need, Methods, Brand Architecture, Product Line Range Umbrella and Endorsement Brands.

Unit – 6: **Brand Valuation:** Methods of Valuation, Implications for Buying and Selling Brands; Applications - Branding Industrial Products, Services and Retailers; Building Brands Online, Indianization of Foreign Brands and Taking Indian Brands Global, Issues and Challenges, and Brand Portfolio Management.

Books Recommended for Reference (recent editions)

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall
2. J. N. Kepferer, The New Strategic Brand Management (Creating and Sustaining Brand Equity Long Term), Kogan Page Publishers India.
3. David A Aaker, Managing Brand Equity, Free Press
4. Ramanuj Majumdar, Product Management in India, PHI Learning Pvt India
5. Jagadish Shet and Authual Parvathiyar, Handbook of Relationship Marketing
6. S. A. Chunawalla, Compendium of Brand Management, Himalaya Publishing House
7. Harsha Varma, Brand Management, Excel Books
8. Kirti Dutta, Brand Management: Principles and Practices, Oxford University Press
9. Subroto Sengupta, Brand Positioning: Strategies for Competitive Advantage, Tata McGraw Hill Education
10. M G Parameswaran, Building Brand Value – Five Steps to Building Powerful Brands, Tata McGraw Hill

Semester - III

Course – SC302B/D: Derivatives Market

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To enable the students to understand the concepts and use of Derivatives in Risk Management.

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

Course Inputs

Unit – 1: **Introduction:** Concept of Derivatives, Evolution of Derivatives, Emergence of Derivatives Market - Participants, Functions, and Development of Exchange Traded Derivatives, Exchange Traded Vs Over-The-Counter Derivatives, Types of Derivatives, Overview of Indian Derivatives Market and the Regulatory Framework of Derivatives Trading in India.

Unit – 2: **Forwards and Futures Market – Pricing, Trading and Settlement Mechanism:** Concept of Forward and Futures Contracts, Features, Forward and Futures Trading Mechanism, Forward Markets as forerunners of Futures Markets, Types of Futures Contracts, Major distinctions between Forwards and Futures Contracts, Theories of Forward and Futures Pricing, Pricing of Forwards and Futures.

Unit – 3: **Options Market:** Concept of Option Contracts, Development of Options Markets, Types of Options – Call Option and Put Option, Premium, Exercise Price, Expiration Dates, Payoffs from Options, Open Interest, Moneyness of

Options, Intrinsic Value and Time Value of Option, Styles of Options – European, American and Bermudian Options, and Difference between Futures and Options.

Unit – 4: **Option Pricing:** Factors affecting Option Pricing, Put-Call Parity Relationship, Option Greeks, Option Pricing Models – Black-Scholes Option Pricing Model, Binomial Option Pricing Model,

Unit – 5: **Trading Strategies:** Basic Strategies, Spreads – Bull Spread with Call, Bull Spread with Put, Bear Spread with Call, Bear Spread with Put, Butterfly Spread, Box Spread, Combinations – Straddle, Strangle, Strips and Straps.

Unit – 6: **Swaps and Other Derivatives:** Swaps – Interest Rate Swaps and Currency Swaps, Economic Motives for Swaps, Uses of Swaps to manage Risk; Warrants, Exotics, Weather, Energy and Insurance Derivatives, Uses of Derivatives in Risk Management and Critiques of Derivatives.

Books Recommended for Reference (recent editions)

1. Hull C John, Options, Futures and Other Derivatives, Pearson Education Publishers.
2. N. D, Vohra and B R Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
3. David A Dubofsky and Thomas W Miller, Derivatives: Valuation and Risk Management, Oxford University Press, Newyork.
4. S. L. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.
5. Red Head, Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India.
6. S. S. S. Kumar, Financial Derivatives, Prentice Hall of India.
7. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
8. www.sebi.com, NSE Manual of Indian Futures and Options
9. Kolb Robert W, Options: An Introduction, Kolb Publishing.
10. Kolb Robert W, Understanding Futures Markets, Kolb Publishing.
11. G. Kotreshwar, Risk Management – Insurance and Derivatives, Himalaya Publishing House.
12. Susan Thomas, Invest India, Tata McGraw-Hill Publishing Company Ltd.

Semester - III

Course – SC302C: Management of Non-Life Insurance

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To provide a working knowledge of Non-life Insurance Products and Companies, and Reinsurance as a risk management tool.

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

Course Inputs

Unit – 1: **Principle of General Insurance:** Introduction, Essential Elements and Principles of General Insurance - Indemnity, Utmost Good Faith, Subrogation, Insurable Interest, and Contribution; Nationalization of GIC, GIC and its

Subsidiaries, Organization Management of GIC; and Role of Tariff Advisory Committee.

- Unit – 2: **Fire Insurance and Motor Insurance:** Definition of Fire Insurance, Risk Covered under Fire Insurance Policy, Kinds of Fire Insurance Policies, Standard Policy Coverage, and Special Coverage; Add-on-Covers, Consequential Loss Insurance; Motor Insurance, Types of Motor Insurance, Motor Vehicle Act, 1988, Third Party Motor Insurance Policy, Surveyor and Loss Assessor in Fire Insurance.
- Unit – 3: **Marine Insurance:** History, Meaning and Definition, Contents of Marine Policy, Maritime Perils, Clauses incorporated in a Marine Policy, Kinds of Marine Insurance Policies, Marine Losses, Payment of Claims, General Average and Particular Average, Constructive Total Loss, Partial Loss; and Marine Claim Documents.
- Unit – 4: **Liability and Engineering Insurance:** Law of Tort, Types of Liability Insurance, Public Liability Insurance Act, 1991, Workmen Compensation Act, 1923; Types of Engineering Insurance, and Contractors all Risk Engineering Insurance.
- Unit – 5: **Rural Insurance In India:** Development of Rural Insurance, Opportunities and Challenges, Types of Rural Insurance, Distribution Channels and Strategies adopted by Insurance Companies, and Insurance Schemes for Rural and Social Sectors.
- Unit – 6: **Health and Other Insurance:** Reason for the Growth, Health Insurance Schemes in India, Problems of Health Insurance, Health Insurance Portability, Doctor Packages Policy, and Cancer Insurance Policy; Burglary Insurance in India, Micro Insurance, Agriculture Insurance, Terrorism Risk Insurance, Crop Insurance; Current Scenario; Reinsurance – Evolution of Reinsurance, Need for Reinsurance, and Classification of Reinsurance.

Books Recommended for Reference (recent editions)

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

Semester - III

Course – SC302E: Industrial Relations and Employee Welfare

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To foster in-depth knowledge of Regulations and Policy Framework governing Industrial Relations and Labour Welfare Measures.

Pedagogy: A combination of Lectures, Practical Exercises (Individual and Group visit to industrial units and interaction with executives), Case Studies/Case Laws on Industrial Relations and Employee Welfare.

Course Inputs

- Unit – 1: **Industrial Relations (IR) in India:** Concept, Perspective, Evaluation of IR, Anatomy of IR, Industrial Unrest, State and IR Policy, Changing Concepts of Management and Labour Relations, Emerging Trends in IR, and Future of IR in India.
- Unit – 2: **Trade Unionism in India:** Trade Union Movement in India - Problems and Challenges of Trade Unions, Functions of Trade Unions - Strengthening Trade Unions; Indian Trade Unions Act, 1926 – Registration, Need for Recognition and Rights.
- Unit – 3: **IR Policies:** State Policy on IR, National Commission on Labour and IR Policy, Discipline and Indiscipline, Misconduct, Disciplinary Procedure, Disciplinary Techniques, Concepts of Industrial Employment (Standing Orders) Act, 1946; Collective Bargaining - Collective Bargaining Process, Workers Participation in Management, Joint Consultation and Workers Participation in Management, and Emerging Issues in Workers Participation in India.
- Unit – 4: **Industrial Disputes:** Industrial Disputes Act, 1947 – Objectives, Important Definitions, Authorities under the Act; Causes of Industrial Disputes, Types of Industrial Disputes, Prevention of Industrial Disputes, Reference of Disputes Settlement – Strikes, Lock-Outs, Lay Off, Retrenchment; Unfair Labour Practices, Standing Orders, Service Rules, Misconduct, Principles of Natural Justice, Domestic Enquiry and Remedial Counseling.
- Unit – 5: **Labour Legislations:** Social Security and Welfare Legislations, Concept of Social Security, ILO and Social Security, Social Security Measures In India - Workmen’s Compensation Act,1923; Employees State Insurance Act, 1948; Employees Provident Fund and (Miscellaneous Provisions) Act, 1952; Maternity Benefit Act,1961; Payment of Gratuity Act, 1972, and Payment of Bonus Act 1965.
- Unit – 6: **Welfare Legislations and other Emerging Issues:** The Factories Act, 1948; Plantation Labour Act, 1951; Contract Labour (Regulations and Abolitions) Act, 1970; Shops and Establishment Act, and Latest Rules regarding IR in IT and ITES Industries.
- Labour Legislation pertaining to employees working in Night Shifts; Specific Provisions for Female Employees, Ethical issues arising due to Night Shift and HR Intervention; and Impact of Night Shift working on Family and Social Life.

Books Recommended for Reference (recent editions)

1. C B Memoria, Dynamics of Industrial Relations in India, Vikas Publishing
2. V. P. Michael, Human Resource Management and Industrial Relations, Himalaya Publishing House
3. P C Tripathi, Personnel Management and Industrial Relations, S Chand
4. P Subba Rao, Human Resources Management and Industrial Relations, S Chand
5. Arun Monappa and Ranjeet Nambudiri, Industrial Relations and Labour Laws, Tata McGraw Hill
6. C. S Venkata Ratnam, Industrial Relations, Oxford University Press
7. B. D. Singh, Industrial Relations, Excel Books
8. B. D. Singh, Labour Laws for Managers, Excel Books

Semester IV

Course – HC401: Strategic Management and Corporate Governance

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To enable the students to develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also to familiarize with the issues and practices involved in corporate decisions.

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

Course Inputs

- Unit – 1: **Introduction:** Characteristics, Dimensions, Approaches to Strategic Decision Making, Level of Strategic Management, Strategic Management Process – Components of Strategic Management Model, Policy and Strategic Management, Strategic Management Vs Operational Management, and Strategic Role of Board of Directors and Top Management.
- Unit – 2: **Strategic Intent:** Concept of Mission and Vision, Constituents of Corporate Mission, Stakeholder – Goals and Corporate Mission; Objectives - Concept, Hierarchy and Importance of Objectives Setting, Goals and Objectives.
- Unit – 3: **External and Internal Environmental Analysis:** Concept of Environment, Types and Importance; PEST Analysis; Analysis of Michal Porter’s Five Forces Model, Strategic Groups and Preparation of ETOP Internal Analysis – Concept of Competitive Advantage, Generic Building Blocks, Core Competencies and Competitive Advantage – Resources and Capabilities; Internal Factor Analysis and Preparation of SAP.
- Unit – 4: **Strategy Formulation and Implementation:** Strategy Framework for Analyzing Competition – Porters Value Chain Analysis, Competitive Advantage of a Firm, Formulation of Strategy at Corporate, Business and Functional Levels, Types of Strategies – Offensive Strategy, Defensive Strategy, Vertical Integration Strategy, Horizontal Strategy, Strategic Analysis and Choice, Strategy Implementation; Inter-Relationship between Formulation and Implementation.

Unit – 5: **Strategic Evaluation and Control:** Concept and Purpose of Strategic Evaluation and Analysis, Gap Analysis; Strategic Control System; RoI, Budgeting, Auditing Systems; Feedback and Information Systems.

Unit – 6: **Corporate Governance:** Concepts of Corporate Governance, Origin and Need for Registered Companies, Importance, Models of Corporate Governance, Committees and Authorities on Corporate Governance – Recommendations of Cadbury Committee, Confederation of Indian Industries, Code of Corporate Governance, Kumaramangalam Birla Committee Recommendations, Board Committees – Audit Committee, Compensation Committee, Nomination Committee – Constitution and Need, Rights and Duties, Responsibilities, Business Ethics and Corporate Social Responsibilities.

Books Recommended for Reference (recent editions)

1. Hill and Jones, Strategic Management – Text and Cases, All India Publishers, Chennai.
2. Peers and Robinson, Strategic Management, AITBS, New Delhi.
3. P. Ghemawat, Commitment: The Dynamics of Strategy, Harvard Business School Press, Boston.
4. Michal. E. Porter, The Competitive Advantage of Nations, Macmillan, New Delhi
5. Lawrence R Jaunch, Business Policy and Strategic Management, McGraw Hill
6. Fred R. David, Strategic Management Concepts and Cases, PHI
7. Sharma R. A, Strategic Management in Indian Companies, Deep and Deep Publications
8. Subba Rao, P, Business Strategic Management, Himalaya Publications
9. Ravi M. Kishore, Strategic Management – Text and Cases, Taxman’s Publishers Ltd.
10. R. M. Srivatsava, Corporate Strategy and Planning, TMH
11. Sanjiv Agarwal, Corporate Governance – Concepts and Dimensions, Snow White Publications Pvt Ltd.
12. Report on Corporate Governance, Confederation of Indian Industries, Bombay
13. Report of Cadbury Committee on Financial Aspects of Corporate Governance, London Stock Exchange, London
14. C. S. V. Murthy, Business Ethics and Corporate Governance, Himalaya Publishing House

Semester - IV

Course – HC402: Global Business Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To make the students understand and demonstrate issues of international business in world economy.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminars, Assignments, etc.

Course Inputs

Unit – 1: **Introduction:** Global Business; International Business - Meaning, Scope, International Orientations, Motives for Internationalization of Firms,

Environmental Factors influencing International Business, and Strategic Decisions in International Business.

- Unit – 2: **International Trade Theories:** Theory of Mercantilism, Absolute Advantage Theory, Comparative Cost Advantage Theory, Hecksher-Ohlin Theory, New Product Life Cycle Theory, New Trade Theory, Porter’s Diamond Model and Implications for International Business.
- Unit – 3: **Foreign Direct Investment:** Theories of FDI, Benefits and Costs of FDI, Determinants of FDI, Laws and Regulations governing FDI in India, FDI in Indian Retail Sector, and Impact of FDI on Indian Economy.
- Unit – 4: **Strategies For International Business:** Profiting from Global Expansion, Global Expansion and Business Level Strategy, Pressures for Cost Reduction and Local Responsiveness; International Strategies - International, Multi-domestic, Global, and Transnational Strategies; Strategic alliances – Types of Competitive Strategic Alliances, and Advantages and Disadvantages of Strategic Alliances.
- Unit – 5: **International Business and International Institutions:** WTO – Objectives of WTO, Structure of WTO, Fundamental Principles of WTO, Functions of WTO, India and WTO; IMF – Role of IMF in Balance of Payments and SDR, India and IMF; UNCTAD – Role of UNCTAD in Developing Countries, and India and UNCTAD.
- Unit – 6: **Regional Trade Blocs and Other Issues:** Concept of Regional Trade bloc, Purpose of Regional Trade Blocs, European Union, BRICS, SAARC, ASEAN, NAFTA, APEC, OAU and GCC.
- Intellectual Property Rights:** Nature of Intellectual Property, TRIPs, Problems and Fears of Developing Nations regarding TRIPs, and International Characteristics of Intellectual Property.

Books Recommended for Reference

1. Alan M. Rugman and Richard M. Hodgetts, International Business, Pearson Publication
2. Donald Ball, International Business, TMH Publication
3. Justin Paul, International Business, PHI Publication
4. Vyuptakesh Sharan, International Business - Concept, Environment and Strategy, Pearson Education Publication.
5. Francis Cherunilam, International Business -Text and Cases, PHI Publication
6. Charles W. L. Hill, Global Business Today, TMH Publication
7. Therese Flaherty, Global Operations Management, TMH Publication
8. Subba Rao, International Business, Himalaya Publishing House
9. Sundaram and Black, International Business Management, PHI Publication
10. Srivastava R.M., International Strategic Management, Himalaya Publishing House.
11. John. J. Wild and Kenneth J. Wild, International Business - The Challenges of Globalisation, Pearson Education.
12. N. Prasanna, FDI in India – Issues and Challenges, Regal Publications.

Semester - IV

Course – HC403: Production and Operations Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To equip the students with the tools and techniques of production and operations management.

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

Course Inputs

Unit – 1: **Introduction:** Nature of Production, Production as a System, Evolution of Production Function, Production as an Organizational Function, Decision Making in Production, Importance of Production Management and Operation Management, Characteristics of Modern Production and Operation Function.

Unit – 2: **Industrial Location and Facility Layout:** Introduction, Location Theories, Freedom of Location, Errors in Selection, Steps in Location Selection, Relative Importance of Location Factors, and Location Models.

Facility Layout: Introduction, Meaning, Definition and Scope, Factors Influencing Layout, Principles of Layout, Types of Layout, Revision of Layout, Layout Planning, Layout Tools and Techniques, Criteria for Selection and Design of Layouts.

Unit – 3: **Production Design, Development, Planning and Control:** Production Design - Definition, Importance, Factors affecting Product Design.

Product Policy - Standardization, Simplification, Diversification,

Product Development - Meaning, Importance, Factors responsible for Development, Techniques of Product Development.

Production Planning - Meaning, Objectives, Scope, Importance and Procedure of Production Planning, Routing and Scheduling, Dispatch, Follow up,

Production Control - Meaning, Objectives, and Factors affecting Production Control.

Unit – 4: **Scheduling and Work Study:** Scheduling- Introduction, Operation Planning and Scheduling, Scheduling Techniques for Job Shop, and Scheduling Methodology, Sequencing Problems, Processing N Jobs through two Machines, Processing N Jobs through three Machines.

Work Study - Introduction, Definition, Objectives, Benefits, Relationship of Time and Motion Study, Work Study Procedure, Method Study;

Work Measurement - Introduction, Definition, Objectives, Benefits of Work Measurement and Techniques of Work Measurement.

Unit – 5: **Purchase and Stores Management:** Introduction, Vendor Relations, Selection of Vendor, Vendor Rating, Vendor Development; Material Handling - Meaning, Importance, Principles of Material Handling and Costs; and Material Requirement Planning.

Unit – 6: **Quality Management:** Meaning, Dimensions of Quality, Cost of Quality, Measuring and Reporting, Quality Cost, Effects of Quality Management on Productivity; Total Quality Management and Business Partners, Customers,

Information Technology, Role of Employees in the improvement of Quality, Quality Circle, Six Sigma, and ISO 9000 Standards Certification.

Books Recommended for Reference (recent editions)

1. Cook Thomas M and Russel R A, Contemporary Operations Management, PHI
2. Ashwathappa, K, Production and Operations Management, Himalaya Publishing House.
3. R. Pannerselvam, Production and Operations Management, PHI Learning Private Ltd.
4. Patel Chunawala, S. A and Patel D. R, Production and Operations Management, Himalaya Publishing House.
5. S. N Chary, Production and Operations Management, Himalaya Publishing House.
6. B.S. Goel, Production and Operations Management, Pragati Prakashan.
7. Russell and Taylor, Production and Operations Management, Pearson Education Publications.
8. Matrinich S Joseph, Production and Operations Management: An Applied Modern Approach, W S E Willy Publications.
9. Ashwathappa, K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House.
10. Kachru Upendra, Production and Operations Management, Excel Book Publications.
11. Mahadevan, Operations Management: Theory and Practice, Pearson Education Publications.
12. Norman G, Production and Operations Management, Dryden Press
13. Shoes and Barry, Operations Management, McGraw Hill

Semester - IV

Course – HC404: Entrepreneurial Development and Project Management

Weekly Teaching Hours: 3

Examination Duration: 3 hours

Credits: 3

Maximum Marks: 100

Objective: To expose the students to the foundations and different dimensions of Entrepreneurial Development and Project Management.

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

Course Inputs

Unit – 1: **Entrepreneurship and MSMEs:** Need, Scope, Entrepreneurial Competencies and Traits, Factors affecting Entrepreneurial Development, Entrepreneurial Motivation, Conceptual Model of Entrepreneurship, Entrepreneur Vs Intrapreneur, and Classification of Entrepreneurs.

Micro, Small and Medium Enterprises (MSMEs): Meaning and Definitions of MSMEs, Features, Scope, Objectives, Relationship between Small and Large Units; Indian MSME Sector - Nature, Contribution to Economy, Problems and Government Schemes; and MSMEs Act, 2006.

Unit – 2: **Entrepreneurial Development Programmes and Small Business:** Relevance and Achievements of EDPs, Role of Government in Organizing such Programmes, Women and Rural Entrepreneurs - Present Status in India, and

Steps taken for their Promotion.

Small Business: Concept and Definition, Role of Small Business in Modern Indian Economy, Small Entrepreneur in International Business, Steps for starting a Small Industry, Registration as SSI, Role of SIDBI, Advantages and Problems of SSIs, Institutional Support Mechanism in India, EDI, Incubation Centres, Incentives and Facilities, and Government Policies for SSIs.

Unit – 3: **Project:** Definition, Characteristics, Types, Steps in identification of Projects, Project Life Cycle.

Project Management - Meaning, Scope and Importance, Role of Project Manager.

Project Appraisal - Preparation of a Real Time Project, Feasibility Report containing Technical Appraisal, Environment Appraisal, Market Appraisal and Managerial Appraisal.

Project Identification - Environment for Business Opportunities, Idea Generation, Short Listing and Selection of Product/Service, Stages in Venture Appraisal, Factory Design and Layout, and Feasibility Report Preparation.

Unit – 4: **Project Planning:** Functions, Project Objectives and Policies, Identifying Strategic Project Variables; Statement of Work; Mile Stone Schedules Tools for Planning Hierarchy of Plans; and Forms of Project Organization

Unit – 5: **Project Financing:** Project Cost Estimation and Working Capital Requirement, Sources of Fund, Preparation of Projected Income Statement, *etc*; Implementation of Projects - Graphic representation of Project Activities, Network Analysis, Management and Control of Projects, Project Scheduling, MIS in Project, Problems of Project Implementation, and Project Audit.

Unit – 6: **Project Management and Key Performance Indicators (KPIs):** Concept of KPIs, Nature, Scope, Functions, Objectives and Significance; Financial KPIs; Non-financial KPIs; Role of KPIs in MSMEs; Practices of Financial and Non-financial KPIs In MSMEs; Challenges for KPI Practices in MSMEs and Project Management in MSMEs.

Books Recommended for Reference (recent editions)

1. Singh Narendra, Project Management and Control, Himalaya Publishing House.
2. Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill.
3. P. Gopala Krishnan and V. E Rama Moorthy, Project Management, MacMillan India.
4. Chandra Prasanna, Project Preparation, Appraisal and Implementation, Tata McGraw Hill.
5. A. N Desai, Entrepreneurship Management, Ashish Publishing House.
6. Vasanth Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House.
7. Nicholas, Project Management for Business and Technology: Principles and Practice, Prentice Hall of India.
8. Hall B. L, Pickle and Yance, Small Business Management, John Wiley & Sons, USA.
9. Kenneth R. Van Vloorthis, Entrepreneurship and Small Business Management, Allyn and Bacon.

10. C. M. Bamback and J. R. Manscusu, Entrepreneurship and Venture Management, Prentice Hall of India.
11. Yound, Trevour L, Planning and Implementing Project, Sterling Publishing Ltd.
12. C. A Dailey, Entrepreneurship Management, McGraw Hill.

Semester – IV

Course – HC405: Inplant Training and Project Report

Objective: The primary objective of making the students to involve in the project work is to expose them to the practical field. The study is a plethora of Principles, Canons, Rules and Regulations, Theories and Tenets in the class-room set-up. In order to understand the versatility of the same in application, they are enthused to take up project work. The industry-related, farm-related, field-related and business-related problems may be chosen for the study. Thus the findings of the study would help the problem encounterers to solve them.

Procedure: After the examination of M. Com – II Semester, the students have to finalize the topics for their Project Reports, select the industrial unit for their inplant training and work there for a minimum of 1½ months, observe how different Departments are functioning and collect the necessary data and report. This is to be completed before the commencement of the classes of M. Com – III Semester. During the III – Semester, the students have to collect the data from different sources including the books, journals, reports, websites, *etc.* Based on this, the students shall prepare the Project Report under the guidance of a teacher (allotted by the Department) and submit one copy to the Department at least one week prior to the close of M. Com – IV Semester classes.

Project Report: The size of the report shall be between 80 to 90 pages – 1½ line space, Times New Roman, 12 font, both sides aligned, and 1.10” margins all sides. The student shall submit one copy to the Department at least one week prior to the close of M. Com Semester – IV classes.

Credits: 3

Semester - IV

Course – SC401A: Indian Accounting Standards (Ind AS) - II

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To enable the students to understand the IFRS-converged Indian Accounting Standards as notified by the Ministry of Corporate Affairs, GoI.

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

Course Inputs

Unit – 1: **Group Accounting:** Ind AS - 27: Separate Financial Statements; Ind AS - 28: Investments in Associates and Joint Ventures; Ind AS - 110: Consolidated Financial Statements; Ind AS - 103: Business Combinations; Ind AS - 111: Joint Arrangements; and Ind AS - 112: Disclosure of Interest in other Entities.

Unit – 2: **Technical and Specialized Standards:** Ind AS - 17: Lease Accounting; Ind AS - 12: Income Taxes; Ind AS - 102: Share Based Payments; Ind AS - 108: Operating Segments; and Ind AS - 41: Agriculture.

Unit – 3: **Financial Instruments:** Ind AS - 109, Ind AS – 107, Ind AS – 32, and Ind AS -

39: Financial Instruments.

Unit – 4: **Fair Value:** Ind AS - 113: Fair Value Measurement.

Unit – 5: **First-Time Adoption:** Ind AS - 101: First-Time Adoption; and Challenges and Issues.

Unit – 6: **Developments in IFRS:** Developments in IFRS Space including new Lease Standard, new Conceptual Framework, and new Revenue Standard.

Books Recommended for Reference

1. Greuning Van Hennie., International Financial Reporting Standards - A Practical Guide.
2. International Financial Reporting Standards (IFRSs), Taxman.
3. Haskins E Mark and Ferris R Kenneth and Selling J Thomas, International Financial Reporting and Analysis: A Contextual Emphasis.
4. Nobes Christopher and Parker Robert, Comparative International Accounting.
5. Mohapatra A.K. Das, International Accounting.
6. The Companies Act, 2013, Publications Division, Government of Indian
7. Mukesh Saraf, Practical Implementation and Application Guide of Indian Accounting Standards (Ind AS) IFRS Converged Ind AS (English), Bharat Law House.
8. B. D. Chatterjee, Illustrated Guide to Indian Accounting Standards (Ind AS), Taxman.
9. T. P. Ghosh, Illustrated Guide to Indian Accounting Standards (Ind AS), Taxman.
10. Companies (Indian Accounting Standards) Rules, 2015 (Ind AS) with Referencer, Bharat Law House Pvt. Ltd.
11. Frederick D. S Choi and Gray K Meek, International Accounting, Pearson Education
12. Sandagaran S. M, International Accounting, Thomson Publications.

Semester - IV

Course – SC401C/D: International Banking

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To acquaint the students with different aspects of International Banking.

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

Course Inputs

Unit – 1: **International Banking:** Meaning, Definition, and Brief history of International Banking, Reasons for the growth of International Banking, Characteristics and Dimensions of International Banking, Size of International Banking Market; Recent trends in International Banking, and Organizational features of International Banking, and Risks in International Banks.

Unit – 2: **Operations of International Banking and Documentary Credit:** Introduction, Historical Background, Factors behind Overseas Branch Expansion, Objectives of Indian Banks' Branches Abroad, Constraints of Indian Banking, Marketing Culture, and Management of Balance of Payment.

Documentary Credit: Basics of Letter of Credit, Types of Letters of Credit, Documents under a Letter of Credit, INCOTERMS, Uniform Customs and

Practices for Documentary Credit; Export and Import Policy - Historical Perspectives, Importance of EXIM Policy, and Current EXIM Policy.

Unit – 3: **Correspondent Banking:** Introduction, Factors contributing to the growth of Correspondent Banking, Clearing House Functions, Payments and Collections, Letters of Credit and Bankers Acceptance, Trade Development and Referrals, Credit Services, and Euro's Challenges to Correspondent Banking.

Unit – 4: **Trade Blocks:** WTO, International Cartels - OPEC, Bilateral and Multilateral Treaties, North American Free Trade Agreements (NAFTA), UNCTAD, US – Russia Bilateral Investment Treaty, German-India Bilateral Treaty, Trade Aid and Development; International Financial Center - An Overview, Functions of International Centers, and Regional Financial Center.

Unit – 5: **Regulatory Framework:** Regulations of International Banking, Regulations, Deregulations, Re-Regulations (IMF); Regulatory Arbitrage, Birth of Offshore Banking, Basel Concordant, Assessment of Country, Sovereign Risk, and Country Risk Management.

Unit – 6: **International Capital Flows:** Capital Flows, The East-Asian Crisis, Chile and Mexican Crisis, Other Sources of Capital Flight, International Liquidity, Institutional Fiancé for Export and Import in India, Incentives available to Exporters, Role of Custom, C and F Agents, Forfeiting, Financing Import, Source of Forex Flows, EXIM Bank, Exchange Control Regulation related to Merchant Transactions, and Export Credit Guarantee Corporation of India Limited.

Books Recommended for Reference (recent editions)

1. Bose Rupanarayan, Fundamentals of International Banking, McMillan
2. Indian Institute of Banking and Finance, International Banking Operations.
3. International Banking, ICFAI Publications
4. International Banking - Legal and Regulatory Aspects, McMillan
5. Francis Cherunilam, International Business Environment, HPH
6. Walmsky Julian, The Foreign Exchange and Money Markets
7. Rajwade A V, Foreign Exchange, International Finance and Risk Management
8. Don Dixon and Bishop Paul, The Foreign Exchange Handbook
9. Madhukar R. K, Dynamics of Bank Marketing, UBS Publishers
10. Vyuptakesh Sharan, International Business, Pearson Education
11. Alan M Rugman, Richard H Hodgetts, International Business, Pearson Education
12. Justin Paul, International Business, PHI

Semester - IV

Course – SC401E: International Marketing Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To equip the students with different perspectives and concepts of International Marketing Management and to help them in obtaining conceptual clarity for applying them to international marketing problems.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussion, Seminars,

Assignments, etc.

Course Inputs

- Unit – 1: **Conceptual Framework of International Marketing Management:** Objectives of International Marketing (IM); Challenges and Opportunities in IM; Difference between Domestic and International Trade; Quality considerations in IM; Underlying Forces of IM; Major Participants in IM; Importance of IM; Culture and Social Factors, Culture and Its Impact on IM, Political and Legal Forces, and Negotiating with International Customers, Partners and Regulators.
- Unit – 2: **International Business Theories, Policies and Environment:** Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment; Variables in International Market Environment, Foreign Trade, Production Possibility Curve (PPC), Principle of Absolute Advantage, Principle of Relative Advantage, Exchange Ratio and Trade, Factor Endowment Theory, Recent Import Export Policy and procedures, and Facilities and Incentives for Export Business.
- Unit – 3: **International Marketing Mix Decisions**
- Production Decisions: Product and Analysis of Product Components, Product Adoption, Physical or Mandatory Requirements and Adaption, Product Alternatives, Screening Products for Adoption; Product Standardization Vs Product Adoption; Green Marketing and Product Development; Brand - Global, National and Private; Packaging, International Product Life Cycle, Promoting Industrial Product, Marketing Services Globally, Entering Global Markets, and Market Environment for Business Services.
 - Distribution Decisions: Distribution Patterns, Channel Terminologies, Channel Constraints, Determination of Channel Types, Alternative Middlemen Choices – Home Country Middlemen, Foreign Country Middlemen, and Government affiliated Middlemen.
 - Promotion Decisions: Promotion Mix Concept, Sales Promotion, Nature and Restrictions, Overseas Product Exhibitions, Global Advertising Concept, Global Creative Challenges, Media Mix Alternative, Advertising agency, Standardized International Advertising, and Developing Cultural Awareness.
- Unit – 4: **Foreign Market Entry Strategies:** Global Segmentation; Targeting and Positioning; Entry Strategy, Foreign Market Entry Strategies - Exporting, Branches, Subsidiaries, Licensing, Agents and Distributors, Joint Ventures, Manufacturing Assembly Operations, Management Operations, Management Contracts, Turnkey Operations, Acquisitions, Internet, Franchising, Consortia, Counter-Trade, Strategic International Alliances, Foreign Direct Investment, and Factoring and Forfeiting.
- Unit – 5: **International Pricing and Financial Strategy:** International Pricing Decisions and Influencing Factors, Approaches to International Pricing - Uniform Pricing Vs Market-by-Market Pricing, Price Distortion, Inflation, Transfer Pricing, Administered Pricing, Cartels, Government-influenced Pricing, Counter-Trade; Arranging Finance for Exports - Financial and Fiscal Incentives provided by the Government and Foreign Exchange facilities by the Reserve Bank of India and

EXIM Bank; Institutional support from Government, Semi-Government and Autonomous Organizations for Exporters; Obtaining Export Credit Insurance Exchange Rates, Understanding Foreign Exchanges Rates and protection against their adverse Movement; Labeling, Packaging, Packing and Marketing Goods for Orientation to GATT and Functions of WTO.

Unit – 6: **Information System and Marketing Research:** Definition and Meaning of Global Marketing Information System, Process of Marketing Research, Analyzing Global Opportunities - Screening International Marketing Opportunities, Criteria for selecting Target Countries, Grouping International Markets, Analyzing International Buyers/Business Markets and Government Markets and International Marketing Research Process.

Books Recommended for Reference (recent editions)

1. Rakesh Mohan Joshi, International Marketing, Oxford University Press
2. Phillip Cateora, John Graham and Mary Gilly, International Marketing, McGraw-Hill
3. Svend Hollensen, Global Marketing – A Decision Oriented Approach, Prentice Hall
4. Frank Bradley, International Marketing Strategy, Pearson Education
5. Johansson, J. K, Global Marketing: Foreign Entry, Local Marketing, and Global Management, McGraw-Hill
6. Crinkota, M. R, International Marketing, Dryden Press, Boston.
7. Fayerweather, John, International Marketing, Prentice Hall
8. Jain, S. C, International Marketing, CBS Publication, New Delhi.
9. Keegan, Warren J, Global Marketing Management, Prentice Hall, New Delhi.

Semester - IV

Course – SC402A: Cost Accounting Standards and Other Issues

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To equip the students with necessary understanding of Cost Accounting Standards developed and issued by the Institute of Cost Accountants of India and other Issues in Cost Accounting.

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

Course Inputs

Unit – 1: **Cost Accounting Standards 1 - 6:** Overview of Cost Accounting Standards – Introduction, Objectives, Scope of CASs; Generally Accepted Cost Accounting Principles (GACAP); CAS – 1: Classification of Cost; CAS – 2: Capacity Determination; CAS – 3: Production and Operation Overheads; CAS – 4: Cost of Production for Captive Consumption; CAS – 5: Average (Equalized) Cost of Transportation; and CAS – 6: Material Cost.

Unit – 2: **Cost Accounting Standards 7 – 15:** CAS – 7: Employee Cost; CAS – 8: Cost of Utilities; CAS – 9: Packing Material Cost; CAS – 10: Direct Expenses; CAS – 11: Administrative Overheads; CAS – 12: Repairs and Maintenance Cost; CAS – 13: Cost of Service Cost Centre; CAS – 14: Pollution Control Cost; and CAS – 15: Selling and Distribution Overheads.

Unit – 3: **Cost Accounting Standards 16 – 24:** CAS – 16: Depreciation and

Amortization; CAS – 17: Interest and Financing Charges; CAS – 18: Research and Development Cost; CAS – 19: Joint Cost; CAS – 20: Royalty and Technical Know-how Fee; CAS – 21: Quality Control; CAS – 22: Manufacturing Cost; CAS – 23: Overburden Removal Cost; and CAS – 24: Treatment of Revenue in Cost Statement.

Unit – 4: **Uniform Costing:** Introduction, Meaning and Definitions of Uniform Costing; Application of Uniform Costing system; Pre-requisites for introducing Uniform Costing System, Objectives, Fields for Uniformity; Uniform Cost Manual; and Advantages and Limitations of Uniform Costing.

Unit – 5: **Cost Control Accounts – Non-integrated and Integrated Accounting Systems:** Introduction, Non-integrated Accounting System – Principal Ledgers, Principal Accounts, Treatment of Over- and Under-absorbed Overheads; Reconciliation – Reasons for difference in reported Profits, Procedure for Reconciliation (as the students have studied ‘Reconciliation’ at the B.Com level, the Course Teacher is required to provide only a brief lecture but to focus on solving advanced problems); Integrated Accounting System – Procedure of integrating Cost Books of Account into Financial Books of Account; and Cost Control and Cost Reduction.

Unit – 6: **Cost Audit:** Concept, Objectives, Scope, Organization and Programme of Cost Audit; Qualification, Appointment, Remuneration and Removal of Cost Auditor, Rights, Duties, Responsibilities and Liabilities of Cost Auditor in accordance with the Provisions of the Company Act, 2013.

Books Recommended for Reference (recent editions)

1. J. Madegowda, Advanced Cost Accounting, Himalaya Publishing House
2. Sanjeev Singhal and R Sankaraiah, A Practical Guide to Cost Accounting Standards, Rules and Audit incorporating the GACAPs, CCH India
3. Cost Accounting Standards issued by the Institute of Cost Accountants of India (available in its website)
4. William N. Lanen, Shannon W. Anderson, Michael W. Maher, Fundamentals of Cost Accounting, Tata McGraw-Hill
5. Leslie G. Eldenburg and Susan K. Wolcott, Cost Management.
6. B. M Lall Nigam and I. C Jain, Cost Accounting Principles and Practice, PHI
7. Ravi M. Kishore, Advanced Cost Accounting and Cost Systems, Taxman
8. S. P. Iyengar, Cost Accounting Principles and Practice, Sultan Chand & Sons
9. S. N. Maheshwari and S. N. Mittal, Cost Accounting Theory, Shree Mahavir Book Depot
10. V. K. Saxena and C. D Vashisth, Cost Accounting, Sultan Chand & Sons

Semester - IV

Course – SC402B/D: Global Business Finance

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: The object of this course is to make the students to acquaint with the International Financial Management in order to assist the MNCs in respect of international financial matters.

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

Course Inputs

Unit – 1: **International Financial Institutions and Markets:** An overview of Global Business Finance, Distinguishing Features, Objectives, Significance, Factors responsible for increased role of Global Business Finance, Challenges, Finance Function in the Global context, Global Finance Manager, Role of Global Finance Manager in MNCs, and Differences between Global Financial Management and Domestic Financial Management.

International Financial Institutions and Markets: Origin, Objectives, Structure and Operation of – Bank for International Settlement (BIS), International Monetary Fund (IMF), World Bank Group - International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC); International Development Agency (IDA), Multilateral Investment Guarantee Agency (MIGA) and International Conference for Settlement of Investment Disputes (ICSID), Development Banks, Euro Currency Markets, Euro Banking, Market for International Securities – International Bonds, Euro Notes and Euro Commercial Papers, and Medium Term Euro Notes.

Unit – 2: **Foreign Exchange Market and Exchange Rate Determination:** Concept of Forex Market, Features and Structure of Forex Market, Functions and Role of Forex Market, Participants of Forex Market, Mechanics of Currency Trading, Foreign Exchange Market in India, Types of Transactions and Settlement Dates, Exchange Rate and Theories of Exchange Rate Determination, Factors influencing Exchange Rate, Determination of Exchange Rate in the Spot Market and Forward Market, Calculation of Outright Rate, Bid Price, Ask Price, Quotation, Types of Quotation, Currency Futures - Forward Contracts Vs Future Contracts, Arbitrage, Covered Interest Arbitrage, Hedging and Speculation.

Unit – 3: **Foreign Exchange Exposure and Risk:** Introduction, Nature of Exposure and Risk, Types of Foreign Exchange Exposures – Translation, Transaction and Economic Exposure, Management of Foreign Exchange Exposure Risk through Hedging – Internal and External Techniques; and Balance of Payment.

Unit – 4: **Cost of Capital and Financial Structure of MNCs:** Introduction, Determination of Cost of Capital - Cost of Debt, Cost of Preference Shares, Cost of Equity Capital, Cost of Retained Earnings, Weighted Average Cost of Capital; Financial Structure of Multinational Groups, and Capital Structure for Foreign Subsidiaries.

Unit – 5: **International Capital Budgeting Decisions:** Introduction, Basic Concepts of International Capital Budgeting, Issues in Foreign Investment Analysis - Estimation of Cash Flows, Cost of Capital, and Portfolio Consideration of MNCs.

Unit – 6: **Short-Term International Financial Management:** Introduction, International Cash Management in a Multinational Group, Management of Receivables and Inventory, and International Working Capital Management.

Books Recommended for Reference (recent editions)

1. Alan C Shapiro, Multinational Financial Management, John Wiley Publication.

2. Eun and Resnik, International Financial Management, TMH Publication.
3. Reid W. Click, Joshua D. Coval, The Theory and Practice of International Financial Management, Prentice Hall of India Pvt. Ltd
4. Maurice D. Levi, International Finance, McGraw Hill International Editions
5. Jeff Madhura, International Finance Management, South Western Thomson Learning.
6. IAN Giddy, Global Financial Market, AITBS, New Delhi.
7. Jeevanadan C, Foreign Exchange and Risk Management, Sultan Chand and Sons
8. V. K Bhalla, International Finance Management, Galgotia Publishing Company
9. P G Apte, International Financial Management, THM Publication.
10. P K Jain, Josette Peyrard, Surendra S Yadav, International Financial Management, Macmillan India Ltd.
11. Chatterjee B. K, Principles of Foreign Exchange, Himalaya Publishing House
12. Madhu Vij, International Financial Management, Excel Books.

Semester - IV

Course – SC402C: Actuarial Science

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To enable the students to understand the procedural aspects of calculating the premium and application of Actuarial Science in Insurance.

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

Course Inputs

- Unit – 1: **Introduction to Actuarial Science:** History of Actuarial Science, Area of Application of Actuarial Science, Objectives of Actuarial Science, Meaning and Definition of an Actuary, Role, Responsibilities and Powers of an appointed Actuary, Actuarial Profession and Product Design, IRDA Regulation for Appointment of an Actuary, Actuary Society in India and Abroad; Global Insurance Scenario and Challenges for an Actuary,
- Unit – 2: **Annuities:** Compound Interest Rate Theory. Classification of Annuities, Accumulated and Present Value of an Annuity - Immediate, Due, Certain and Deferred Annuity; Perpetuity - Immediate and Due.
- Unit – 3: **Probability:** General Principles, Theories, Events, Dependent and Independent, Mutually Exclusive, Probabilities of Death And Survival.
- Unit – 4: **Mortality and Premium:** Concept of Mortality, Components of Mortality Table, Sources of Mortality Table, Stages of Construction of Mortality Table; Graduation - Purpose of Graduation; Premium - Mortality, Interest and Expenses, Types of Premium, and Loading for Expenses.
- Unit – 5: **Commutations Functions:** Different Plans of Insurance, Formulae for Different Plans, Commutation Function; Calculation of Accumulated and Present Value of Premium for different Insurance Plans - Whole Life, Endowment, Pure Endowment, and Temporary Assurance.
- Unit – 6: **Valuation:** Theoretical aspects, Data required, Method of Valuation; Valuation of Surplus - Need and Sources and Distribution of Surplus; Policy Value -

Prospective and Retrospectives Policy.

Books Recommended for Reference (recent editions)

1. Karl Borch, Mathematical Theory of Insurance, Lexington Books
2. K. C Mishra and C. S Kumar, Elements of Actuarial Science, Cengage learning
3. ICRIM (Hyderabad), Actuarial Principles and Practices
4. Badla B. S, Insurance Fundamentals, Deep and Deep Publication
5. Jawahar Lal U, Insurance Industry, ICFAI Press
6. Donald D. W. A, Compound Interest and Annuities, Cambridge University Press
7. R. E. Underwood, The Elements of Actuarial Science, Pitman
8. Harry Freeman, Mathematics for Actuarial Students, Cambridge University Press
9. T. S. Mann, Law and Practice of Insurance in India, Deep and Deep Publications
10. Mishra K. C, Practice of Life Insurance, Cengage Learning
11. Mishra K. C, Life Insurance Underwriting, Cengage Learning
12. K. C. Mishra and R. C. Gupta, Financial Management and Insurance Accounting, Cengage Learning

Semester - IV

Course – SC402E: International Human Resource Management

Weekly Teaching Hours: 4

Examination Duration: 3 hours

Credits: 4

Maximum Marks: 100

Objective: To equip the students to understand the importance of International HRM in the modern business world and with skills for applying these concepts/models to the problems relating to the management of HR.

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

Course Inputs

Unit – 1: **International Human Resource Management (IHRM):** Fundamentals of IHRM; Approaches to IHRM; Difference between Domestic HRM and IHRM, Managing International HR Activates - HR Planning, Recruitment and Selection, Training and Development, Performance Management, Remuneration, Socio-Politico-Economic System – US, UK, Japan and India – A comparative analysis; M&A – Integration of acquired employees in newer Cultures, Global Mobility and HR - International Postings, Internationalization of HRM - Socio-cultural context, and Organizational dynamics and IHRM.

Unit – 2: **HR Functions in International Context:** Different Approaches to Multinational Staffing Decisions - Ethnocentric, Polycentric, Geocentric, Region-Centric; Selection - Factors in Expatriate Selection – Technical Ability, Cross-Cultural Suitability, Family Requirements, MNE Requirements Context; Backdrop of International Training - Current Scenario in International Training and Development, Training and Development of International Staff, Types of Expatriate Training, Types of Cross Cultural Training, Career Development, Knowledge Transfer in Multinational Companies; Performance Management Systems in International Context, HRM Practices in different Countries - Japan, USA, UK, Turkey, Middle East, India and China.

- Unit – 3: **International Staffing, Compensation and Benefits:** Nature of IHRM, HR Requirements, Domestic and International Labor Market, Sources, Executive Nationality Staffing Policies, International Staffing and International Compensation Programme, Designing Compensation Programme – Approaches to International Compensation, Incentives and Corporate Commitments; Japanese Model - Components, Objectives and Methods of Compensation; Taxation Aspects; Changing Trends in International Employment, International Migration and its impact on Recruitment, and International Talent Management.
- Unit – 4: **Culture and International HRM:** Role of Culture in International HRM, Culture and Employee Management Issues, Organizational Processes in IHRM, Linking HR to International Expansion Strategies, Challenges of International Human Resource Management, Expatriation and Repatriation, Selection Methodology of Expatriation - Process of Repatriation, Job related Adjustments, and Organizational Development
- Unit – 5: **Managing HR in Virtual Organizations:** Meaning and Types of Virtual Organizations - Difference between Traditional and Virtual Organizations, Features of Virtual Organization, Managing HR in Virtual Organizations, Challenges of International Performance Management, Career Management and International HRM.
- Unit – 6: **Industrial Relation and International HRM Practices:** International Labour Relations; Key Issues, Response of labour to MNCs, Social Dumping, International Joint Venture and HRM, International HRM Strategies - Differentiation or Integration and Emerging Trends.

Books Recommended for Reference (recent editions)

1. Peter J Dowling, Denise E Welch, Randall S Schuler, International Human Resource Management, Thompson
2. Monir H Tayeb, International Human Resource Management, Oxford University Press
3. Hugh Scullion and Margarel Linehan, International Human Resource Management, McMillan
4. Evans, The Global Challenge: Framework for International HRM, McGraw Hill
5. Hillary Harris, Christ, Brewster and Paul Spamon, International HRM, VMP Publishers
6. Terence Jackson, International HRM, Sage Publication
7. Anne Wil Harzing and Joris Van, International HRM, Sage Publication.
8. Peter. J. Dowling, Marion. Festing and Allen Engle, International Human Resource Management
9. Randall S Schular, Dennis R Briscoe and Liss Beth Claus, International Human Resource Management.
10. Rao P L, International Human Resources Management, Excel Books.

Question Paper Pattern for Semester-end Examinations

Each Question Paper shall be divided into four Sections viz., Section – A (Objective Type Questions), Section – B (Conceptual), Section – C (Analytical), and Section – D (Application).

Section – A: Maximum Marks: 5

One question comprising five sub-questions (objective type – one-word answer questions, fill in the blanks, matching, and/or multiple choice questions) and the students have to answer all the five sub-questions.

Each sub-question carries one mark.

For the purpose of convenience, the students shall answer all the five sub-questions of this Section at one place continuously in the first page.

Section – B: Maximum Marks: 20

Four questions shall be answered out of five questions. Out of five questions, three shall be problems in the case of Quantitative Courses.

Each question carries five marks.

Section – C: Maximum Marks: 20

Two questions shall be answered out of three questions. Out of three questions, two shall be problems in the case of Quantitative Courses.

Each Question carries ten marks.

Section - D: Maximum Marks: 30

Two questions shall be answered out of three questions. Out of three questions, two shall be problems in the case of Quantitative Courses.

Each Question carries fifteen marks.

Note: (1) In the case of theory courses, one case shall be included in Section – C or D.
(2) Calculator, Mathematical Table and Present Value Table are allowed.

Elective (Inter-disciplinary) Courses offered for the Students of other Disciplines/Departments

Semester - II

Course – EL201: Personal Financial Planning

Weekly Teaching Hours: 2

Examination Duration: 1½ hours

Credits: 2

Maximum Marks: 50

Objective: To provide an overview to the students of other Disciplines about different personal financial plans for investment, tax, retirement, *etc.*

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

Course Inputs

Unit – 1: **Financial Planning:** Introduction, Importance, Process, Professionalism in Financial Planning, Concepts of Money Value, Net Worth, Simple and Compound Interest.

Unit – 2: **Saving and Investment Plans:** Introduction, Savings Instruments – Setting Up a Savings Plan – Tax Saving Schemes; Need for Investment, Financial Markets and Instruments, Investment Planning Strategies and Case Studies

Unit – 3: **Insurance Plans:** Introduction, Features of Insurance, Role of Insurance in Personal Financial Planning, Product Profile of Life and Non-Life Insurance Policies, Tax Benefits and Case Studies.

Unit – 4: **Retirement Planning:** Introduction, Importance, Process of Retirement Planning, Types of Pension and Annuity Plans and Case Studies.

Books Recommended for Reference (recent editions)

1. Khan M. Y, Financial Services, Tata McGraw Hill
2. Kotreshwar G, Risk management, Insurance and Derivatives, Himalaya Publishing House
3. Avadhani V. A, Management of Financial Services, Anmol Publications
4. ICFAI, Personal Financial Planning
5. Mishra K. C and Steward Doss, Personal Financial Planning, Cengage Learning India
6. Jeff Madura, Personal Financial Planning, Pearson Edition

Semester - II

Course – EL202: Principles of Marketing

Weekly Teaching Hours: 2

Examination Duration: 1½ hours

Credits: 2

Maximum Marks: 50

Objective: To provide an overview to the students of other Disciplines about the foundations of Marketing.

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

Course Inputs

Unit – 1: **Marketing and Consumer Behaviour:** Definition, Nature and Scope of Marketing, Approaches to Study Marketing, and Core Concepts of Marketing.

Consumer Behaviour: Factors influencing Buying Behaviour, Buying Motives, Stages of Buying Decision, Consumer Behaviour in adopting New Products, and Organizational Buying Behaviour.

Unit – 2: **Product Management:** Types of Products, Product Mix and Product Line, Product Life Cycle and New Product Development and related Strategies.

Unit – 3: **Pricing:** Pricing Objectives, Pricing Methods, Pricing Procedure, Nature and Uses of Price Discounts.

Unit – 4: **Distribution Management and E-Marketing:** Channel of Distribution, Nature of Marketing Channels, Role of Marketing Channels, Channel Policies.

E-Marketing: Growth of Online Marketing, Advantages and Disadvantages of Online Marketing, Opportunities and Challenges in Online Marketing.

Books Recommended for Reference

1. David Jobber, John Fahy, Foundations of Marketing, TMH Publishers
2. Russel Edward, The Fundamentals of Marketing, AVA Publishing
3. William J. Stanton, Fundamentals of Marketing, McGraw-Hill Publication
4. S K Baral and S C Bihari, Advanced Approach to Marketing Management, A.I.T.B.S Publishers
5. William D Perreault, E Jerome Mc Carthy, Basic Marketing - A Global Managerial Approach, McGraw-Hill Publishers
6. Michael J. Etzel, Bruce J Walker, William J Stanton, Ajay Pandit, Marketing- Concepts and Cases, McGraw-Hill Publishers
7. Philip Kotler, Kevin Lane and Keller, Marketing Management, Pearson Education Publication
8. Philip Kotler, Armstrong, Principles of Marketing, Pearson Education Publication
9. Alexander Chernev, Strategic Marketing Management, Cerebellum Press Publication
10. Geoffery K Francis, Modern Marketing Management, TMH Publication
11. Abha Mathur, Principles of Marketing, Mewar University Press
12. Jeff Tanner, Mary Anne Raymond, Principles of Marketing, Flat World Knowledge

Semester - III

Course – EL301: Micro Finance

Weekly Teaching Hours: 2

Examination Duration: 1½ hours

Credits: 2

Maximum Marks: 50

Objective: To make the students understand the Indian Micro Finance Sector and its contribution for women empowerment and financial inclusion.

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

Course Inputs

Unit – 1: **Introduction:** Meaning, Definition, History of Micro Finance, Micro Finance Products and Services, Micro Finance and Rural Financial Services, Micro Finance as a tool for Development, Problems of Micro Finance in India; Micro Finance Vs Micro Credit.

Unit – 2: **Micro Finance Models:** Credit Lending Models of Micro Finance - Co-operative Model, Grameen Joint Liability Group Model, SHG Model,

Federated SHG Model, Status of Micro Finance in India; SHG-Bank Linkage Programmes in India - Introduction, History, Progress under SHG-Bank Linkage Programme in India.

Unit – 3: **Micro Finance and Women Empowerment:** Concept of Women Empowerment, Women Empowerment through SHGs, Role of Micro Finance in Women Empowerment, Socio-Economic Empowerment of Women, and Challenges to Women Empowerment and Micro Finance.

Unit – 4: **Financial Inclusion and Micro Finance:** Concept of Financial Inclusion, Definition, Importance of Financial Inclusion, Causes of Financial Exclusion, Need for Financial Inclusion, Role of Micro Finance in Financial Inclusion, Tools of Financial Inclusion and Methods, and Achievements of Financial Inclusion in India.

Books Recommended for Reference (recent editions)

1. Debadutta K. Panda, Understanding Micro Finance, Wiley
2. P. Gupta, Introduction to Managing Micro Finance, Cyber Tech publication
3. Prabhu Ghate, Micro Finance in India, Sage Publication
4. Rohit N. Desai, Micro Finance (Evolution, Achievements and Challenges), Galaxy Book Company
5. NABARD's Annual Report
6. Report of Rangarajan Committee on Financial Inclusion, Government of India.

Semester –III

Course – EL302: Income Tax Law and Practice

Weekly Teaching Hours: 2

Examination Duration: 1.30minutes

Credits:

Maximum Marks: 50

Objective: The course aims at making students conversant with the concept of corporate tax laws and also their implications on Tax planning and management.

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

Course Inputs

Unit – 1: **Basic Concepts:** Income Tax; Corporate Tax; Assessee; Assessment Year; Previous Year; Company, Different kinds of Companies; and Incidence of Tax.

Unit – 2: **Tax Planning:** Meaning of Tax Planning, Tax Avoidance, Tax Evasion and Tax Management – Features, and Scope for Tax Planning.

Unit – 3: **Computation of Tax Liability:** Income from Salary; Income from House Property; Income from Business; Capital Gains; Income from Other Sources; Carry Forward and Set Off of Losses; Deduction from Gross Total Income; Computation of Net Income; Computation of Tax Liability; and Dividend Tax. Exemptions for Assessee with reference to all assesses.

Unit – 4: **E-Filing and Assessment:** E-filing Procedure; Assessment Procedure and Types of Assessment.

Books Recommended for Reference (recent editions)

1. Vinod K Singhania and Kapil Singhania, Direct Tax Planning and Management,

Taxman Publication.

2. Vinod, K. Singhanian, Direct Taxes - Law and Practices, Taxman Publication.
3. Mehrotra, H. C, Income Tax Law and Accounts including Tax Planning, Sahitya Bhawan Publications.
4. Narang and Gaur, Income Tax, Himalaya Publishing House.
5. Prasad B, Direct Taxes - Law and Practices, Wishwa Prakashana
6. T. N. Manoharan, Students Handbook on Income Tax Law, Snow White Publications
7. V. S. Sundaram, Commentaries on the Law of Income-Tax in India, Law Publisher.
8. A. C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House.
9. Bhagavati Prasad, Direct Taxes Laws and Practice, Wishwa Prakashana
10. Mehrotra and Goyanka, Direct Taxes - Tax Planning and Management, Sahitya Bhavan.

Question Paper Pattern for Elective Courses

(offered by the DoS in Commerce, Kuvempu University for the students of other Disciplines at the Post-Graduate Level)

Duration: 1½ hours,

Maximum Marks: 40,

Students shall answer five questions out of eight questions, and

Each question carries 8 marks.