

LEARNING OUTCOME-BASED CURRICULUM
FRAMEWORK (LOCF)

for

MASTER OF COMMERCE

(With effect from Academic Session 2022-23)



School of Social, Financial & Human Sciences
KIIT, Deemed University, Bhubaneswar – 24

Master of Commerce

The Master's of Commerce (M.COM) Programme offered by Department of Commerce; School of Social, Financial and Human Sciences, KIIT deemed to be university is a 2 year Post Graduate (P.G.) Programme in Commerce.

The education system in the emerging scenario demands to enrich students so as to develop a holistic personality. Therefore, the focus is based on the four pillars of education which are learning to know, learning to do, learning to live together, and learning to be. The present situation of business education requires total over-hauling and restructuring in the light of changed socio-economic scenario of the global economy in the context of Industry 4.0. The dynamic nature of global business demands a pool of competent human capital for which relevant education is essential in terms of timeliness, speed, flexibility, and dynamism.

The focus of Commerce and Business Education is aimed at improving the students' abilities and helping them to become a competent business leader who can contribute to nation building. Commerce education is not related only with knowing how to organize and apply skills related to business, trade, commerce, industry, and economy, but it further accelerates the process of thinking in a pragmatic manner about nation building through effective utilization of skills, resources, manpower, and one's abilities.

The objective of the Programme is to develop a commerce post-graduate who can meet the present and the future requirements of industry and economy. It emphasizes on developing the competent persons who can work as the contemporary and future leaders of the industry and business.

The programme's teaching methodology and approach are designed to leverage technology and maximise interaction seamlessly and simultaneously. The programme follows a pedagogy that is a blend of Lectures, Case Studies, Lecture-discussions, Behavioural and Computer-based Simulations, Projects, Assignments, Class Presentations, Quizzes etc.

The salient features of M.Com. Course Curriculum are:

- Commerce itself is an interdisciplinary subject, therefore, proper care has been taken to integrate courses covering various domains like Accounting, Management, Finance, Taxation, Law, Marketing, Human Resource, Economics, Statistics, Information & Communication Technologies, Entrepreneurship, etc.
- The duration of the M.Com. is two academic years split into four semesters with a total of 104 credits. Keeping in view the needs of the Commerce students Ability & Skill Enhancement Courses have been designed in a manner that provides relevant knowledge and skills. In all, twenty-six courses/papers have been developed with an idea to encompass all possible domains of knowledge and skills. **Note:** Sessional/Practical papers (Codes: 81 – 99).
- The objectives are to mentally prepare the students to learn various courses/ subjects in the domain of Commerce and Business leading to a post-graduate degree.
- Keeping in view the objectives and learning outcomes outlined in each course, proper care has been taken, to provide practical exercises for each unit in a course, so that the students gain hands on experience (learning by doing) apart from textbook based theoretical knowledge.

- As a Dual Specialization, student must choose any one Specialization of their choice as major specialization and one paper from any one of remaining specializations as minor specialization.
- Summer Internship of 6 to 8 weeks' duration after completion of the second Semester, followed by Project Report and Viva-voce examination during the third semester has been made compulsory to enable the students to have hands on experience in real life business situations.
- Dissertation/Project work has been provided in the fourth semester involving application of knowledge in exploring/critical analysis/solving issues related to a real-life situation. The courses are designed keeping in view the employability, research, and innovation in the field of Commerce and Business especially in Accounting, Management, Finance, Marketing, Human Resource, Computer Applications in Business, Taxation, Business Laws, and Entrepreneurship.
- The learning outcomes for each course has been carefully designed to help students to have experiential learning in various domains of Commerce discipline.
- The teachers are expected that while delivering a lecture in a classroom situation, they should use ICT based teaching learning andragogy and various interactive teaching and learning techniques like case studies, simulation, role play, etc., to have better engagement of the students and effective teaching learning process. It is also expected that character building of students, development of holistic personality, values and ethics, etc., should be the prime focus in the teaching learning process so that they become good global citizens.

Aims of M. Com. as a programme is to:

- Provide a conducive environment that holistically engages students through an all-encompassing knowledge dissemination
- Widen the scope and sharing in-depth knowledge of the course enabling them to undertake further studies in Commerce & allied areas on multiple disciplines concerned with Commerce
- Construct a sound theoretical footing, where standards are acquainting with the changing market practices
- Encourage the students to be habituated with advanced range of generic skills those are helpful in employment, internships, and social activities
- Formulating real-life business problems and provide innovative solutions to enable the students to be future ready management leaders who are compassionate and yet efficient and effective in managing as such.

In order to achieve the programme goals following measures would be adopted:

- Regulatory curriculum reform based on a Learning Outcomes-based Curriculum Framework
- Enriching the quality of teaching and research by using modern tools and techniques
- Enlightening learning environment through ICT based hands-on approach to students
- Involving students in research promotion, discussions, problem-solving, case analysis and out of the box thinking
- Motivating students to understand various concepts of commerce & apply in real life situations
- Acquaint the students in involving future research promotion.

Exam Evaluation Scheme:

The M.Com. Programme will follow a continuous examination and evaluation system in the following pattern:

Activity-based Learning (Class Participation, Assignments, Quiz, Class tests, Presentation, etc.)	30 Marks
Mid-Semester (Written Exam – 1 Hour)	20 Marks
End-Semester (Written Exam – 2 Hours)	<u>50 Marks</u>
Total	<u>100 Marks</u>

The evaluation system for Sessional/Practical Papers will be as follows:

Dissertation/Project Report	50 Marks
Presentation, & Viva-voce	<u>50 Marks</u>
Total	<u>100 Marks</u>

System of Evaluation (Grading System)

A seven-point grading system on a 10-point scale is followed for grading in the examinations. The details are given in a table below:

<u>Qualification</u>	<u>Grade</u>	<u>Score on 100</u>	<u>Point</u>
Outstanding	'O'	90 to 100	10
Excellent	'E'	80 to 89	9
Very good	'A'	70 to 79	8
Good	'B'	60 to 69	7
Fair	'C'	50 to 59	6
Below average	'D'	40 to 49	5
Failed	'F'	Below 40	2

CREDIT POINT = CREDIT X POINT for each course item.

CREDIT INDEX (CI) = \sum CREDIT POINT of all course items in a semester.

Semester Grade Point Average

SGPA = CI / \sum CREDITS (for a semester)

Cumulative Grade Point Average

$$CGPA = \frac{[\sum \text{CI of all previous semesters up to current semester}]}{[\sum \text{CREDITS of all previous semesters including the current semester}]}$$

Course Structure (M.COM.)

Paper	Subject	Paper Code	Credit Hours				Credit Points
			L	T	P	Total	
<u>Semester I</u>							
1.1	Advanced Accounting	CB6001	3	1	-	4	4
1.2	Advanced Financial Management	CB6003	3	1	-	4	4
1.3	Advanced Marketing	CB6005	3	1	-	4	4
1.4	Corporate Legal Framework	CB6007	3	1	-	4	4
1.5	Organizational Behavior	CB6009	3	1	-	4	4
1.6	Information Technology for Business	CB6011	2	1	2	5	4
Total			17	6	2	25	24
<u>Semester II</u>							
2.1	Advanced Cost and Management Accounting	CB6002	3	1	-	4	4
2.2	Managerial Economics	CB6004	3	1	-	4	4
2.3	International Business Environment	CB6006	3	1	-	4	4
2.4	Dynamics of Banking & Insurance	CB6008	3	1	-	4	4
2.5	Human Capital Development	CB6012	3	1	-	4	4
2.6	Research Methodology and Basic Econometrics	CB6014	2	1	2	5	4
Total			17	6	2	25	24
<u>Semester III</u>							
3.1	Forensic Accounting and Auditing	CB7001	3	1	-	4	4
3.2	Quantitative Techniques and Operational Research	CB7003	3	1	-	4	4
3.3	Summer Internship & Project	CB7081	-	-	4	4	2
Specialization (Accounting and Finance)							
3.4.1	IFRS and Ind AS	CB7101	3	1	-	4	4
3.4.2	GST and Customs Laws	CB7103	3	1	-	4	4
3.4.3	International Finance	CB7105	3	1	-	4	4
Specialization (International Business and Marketing)							
3.5.1	Consumer Behavior	CB7201	3	1	-	4	4
3.5.2	International Supply Chain Management	CB7203	3	1	-	4	4
3.5.3	Global Business Ethics	CB7205	3	1	-	4	4
Specialization (Leadership and Human Resource)							
3.6.1	Human Resource Planning and Development	CB7301	3	1	-	4	4
3.6.2	Human Resource Information System	CB7303	3	1	-	4	4
3.6.3	Leadership Theory & Practices	CB7305	3	1	-	4	4
Specialization (Banking and IT)							
3.6.1	Bank Management and FinTech	CB7401	3	1	-	4	4
3.6.2	Investment and Risk Management	CB7403	3	1	-	4	4
3.6.3	International Banking and Finance	CB7405	3	1	-	4	4
Total			18	6	4	28	26

Semester IV

4.1	Strategic Management	CB7002	3	1	-	4	4
4.2	Business Analytics	CB7004	3	1	-	4	4
4.3	Dissertation	CB7082	-	-	12	12	6
	Specialization (Accounting and Finance)						
4.4.1	International Accounting and Corporate Reporting	CB7102	3	1	-	4	4
4.4.2	Corporate Tax Planning	CB7104	3	1	-	4	4
4.4.3	Investment Management and Derivatives	CB7106	3	1	-	4	4
	Specialization (International Business and Marketing)						
4.5.1	Customer Relationship Management	CB7202	3	1	-	4	4
4.5.2	International Marketing	CB7204	3	1	-	4	4
4.5.3	International Trade Practices	CB7206	3	1	-	4	4
	Specialization (Leadership and Human Resources)						
4.6.1	Industrial Relations and Labour Law	CB7302	3	1	-	4	4
4.6.2	Organizational Conflict and Change Management	CB7304	3	1	-	4	4
4.6.3	Human Resource Audit and Human Capital Accounting	CB7306	3	1	-	4	4
	Specialization (Banking and IT)						
4.7.1	Data Science for Business	CB7402	3	1	-	4	4
4.7.2	Forex Management	CB7404	3	1	-	4	4
4.7.3	Banking and Insurance Law	CB7406	3	1	-	4	4
	Total		18	6	12	36	30
	Grand Total		70	24	20	114	104

Paper- 1.1

CB6001: ADVANCED ACCOUNTING

To expose students with definitive and comprehensive accountancy covering advanced and specialized accounting for companies as well as several types of organizations.

CONTENTS:

Unit- 1: Corporate Reconstruction:

Internal and External Reconstruction -Computation and Discharge of Purchase consideration, Methods of Amalgamation, Inter-company, and Cross holdings,

Internal Reconstruction, Demerger/ Hiving off/ Spin off, External Reconstruction

Unit – II: Holding & Subsidiary Companies:

Consolidation – Basic Concepts, Bonus Issue, Investments in Preference Shares,

Different Reporting dates, Different Accounting policies, Disposal of Investment in Subsidiary, Consolidated P/L Account and Balance Sheet, Chain holdings and Cross holdings,

Foreign Subsidiaries, Associates, Joint Ventures

Unit – III: Double Account System (Electricity Companies):

Meaning, Definition and Difference between Single and Double Account System,

Final Accounts under Double Account System, Revenue Account, Net Revenue Account, Capital Account and General Balance Sheet as per Electricity Supply Act.

Unit – IV: Accounting for Banking Companies:

Different Systems of Posting, Different Statutory Books to be Maintained, P/L Account, P/L Appropriation Account, and Balance Sheet as per Banking Regulation Act.

Unit – V: Accounting for Insurance Companies:

Life Insurance Companies, and the Statutory Books to be Maintained.

Statutory Provisions in Preparing the Revenue Account, Verification Balance Sheet, and Balance Sheet. Marine and Fire Insurance Accounts.

Course Outcome: After completion of this paper student will be able to -

- Develop Insights about Corporate Restructuring and Accounting for various Types of Restructuring
- Present and Analyse Consolidated Financial Statements of Holding and Subsidiary Companies
- Understand Double Account System and Prepare Final Accounts of Electricity Companies
- Develop the Skill of Preparation of Financial Statements of Banking Companies
- Gain Knowledge and Competency in Accounting for Insurance companies.

Textbook

- ✓ Advanced Accountancy Volume-II – Maheshwari & Maheshwari – Vikas Publishing

Reference Books

- ✓ Modern Accountancy Volume II – Hanif Mukherjee – Mc Graw Hill Publication
- ✓ Financial Reporting; M P Vijay Kumar – Snow White Publication

Paper-1.2
CB6003: ADVANCED FINANCIAL MANAGEMENT

The Objective of this course is to enable the students to understand the financial management in the context of a corporate entity and acquaint them with different dimensions of financial management with application of the relevant tools and techniques of financial decision – making shareholders wealth maximization.

CONTENTS:

UNIT-I: Introduction to Financial Management:

Objectives of FM – Profit Maximization vs. Wealth Maximization.

Models of Wealth Maximization – EVA & MVA; Shareholders and Management conflict

Valuation of Securities, Risk-return Relationship – Markowitz Model and Capital Asset Pricing Model.

UNIT-II: Capital Investment Decisions:

Capital Budgeting – Estimation of Cash Flows,

Techniques of Evaluation (Non-Discounted Cash Flow and Discounted Cash Flow Methods), Measurement of Risk and Uncertainty with Capital Budgeting

UNIT-III: Capitalization, Financial Structure and Capital Structure:

Financing Decision – EBIT-EPS Analysis, Leverage, Cost of Capital, and Value of Firm, Capital Structure & Short-term Financing (Money Market Instruments).

Models of Capital Structure–Net Income Theory, Net Operating Income Theory, Modigliani-Miller Theory, Traditional Approach theory.

UNIT-IV: Dividend Decision:

Dividend Decision vs. Valuation of Firm, Dividend Decision vs. Wealth Maximization,

Theories of Dividend: Walter’s Model, Gordon’s Model and Modigliani and Miller’s Hypothesis Determinants of Dividend Policy and its Constraints.

UNIT-V: Management of Current Assets:

Computation of Working Capital under different forms of Organization,

Management of Cash and Cash Equivalents – Determinants of Cash Holding and Models of Cash and Marketable Securities Management. Management of Receivables – Determinants and Models of Receivables Management, Management of Inventories – Determinants of Inventories and Models of Inventory Management.

Course Outcome: After completion of this paper student will be able to -

- Understand the concept of Financial Management, Valuation & Risk Management
- Develop the skill of Capital Investment Decisions of corporates
- Equip themselves with concept of capitalization, financial structure, and capital structure
- Gain insights about determinants of Dividend, Dividend policies and dividend decisions
- Enable the skills for management of Current Assets & Working Capital

Textbook

- ✓ Financial Management, Theory, Concepts & Problems - Rastogi P.R, Taxman.

References:

- ✓ Financial Management - Pandey, I.M. Vikas Publishing House, Delhi.
- ✓ Financial Management and Policy - Van Home, James C, Pearson Education, New Delhi.
- ✓ Financial Management - Khan MY, Jain PK, Tata Mc Graw Hill, New Delhi.
- ✓ Financial Management - Archer, Stephen H., Choate G Marc, R. George, John Wiley, NY.

Paper 1.3
CB6005: ADVANCED MARKETING

Objectives:

To encourage students to understand the nature and scope of marketing and its role in industry and society. The emphasis is on the application of concepts and issues of marketing within the local and international contexts where relevant.

Unit I: Introduction & Marketing Environment

Marketing, definition, process, Customer needs, wants and demands, Market offerings – goods, services, experiences, Customer value and satisfaction, Marketing management orientations, Customer relationship management, definition, Creating customer loyalty and retention, Building customer equity, Marketing mix, a brief introduction, 4Ps, 7Ps. Analyzing the marketing environment: -the Micro-Environment, the Macro-Environment

Unit II: Consumer insights and consumer behaviour

Marketing Information: -Internal data, Competitive market intelligence and marketing research. Consumer buying behaviour: - Introduction, Characteristics affecting consumer buying behaviour, Types of buying decision behaviour, Consumer buyer decision process, Business buying behaviour. Segmentation: - Segmenting consumer markets, Segmenting business markets, Segmenting international markets, Requirements for effective segmentation. Market Targeting, Positioning strategy.

Unit III: Product and Pricing Strategy

Product strategy: - Goods, services and brands, The new product development process, Product life-cycle strategies.

Pricing - definition, Price elasticity of demand, Major pricing strategies, new product pricing, Product mix pricing, Price adjustments, International pricing

Unit IV: Distribution and Promotion Strategy

Nature and importance of Channels, Channel behaviour, Marketing logistics, Retailing and Wholesaling. Promotion: The promotion / communication mix, Advertising, Public relations, Personal selling, Sales promotion, Direct marketing, Digital and online marketing

Unit V: Global Marketing and Society

Deciding how to enter the market, Social criticisms of marketing, Consumer action, Marketing ethics, Marketing in non-profit organisations.

Textbooks:

- ✓ Principles of Marketing, Indian Edition. Kotler et al., Pearson Education.

Reference Books

- ✓ Essentials of Marketing, Blythe, Pearson.
- ✓ Foundations of Marketing. International edition. Pride et al., Cengage, South-Western. Principles of Contemporary Marketing. Boone et al., Cengage South-Western.
- ✓ Principles and Practice of Marketing. Jobber et al., McGraw Hill.

Paper-1.4
CB6007: CORPORATE LEGAL FRAMEWORK

OBJECTIVE:

To acquire the ability to analyses, interpret, and apply the provisions of the company law; analyses the significant provisions of SEBI and other select economic laws.

CONTENTS:

UNIT -I: Companies Act 2013 – Basics & Board of Directors

Overview – Applicability, Structure, Schedules, and important definitions; Board of Directors – Basics, disqualifications, DIN, Appointment of Directors, Independent Director, Vacation, Removal and Resignation; Board Meetings & Committees.

UNIT-II: Companies Act 2013 – Powers of Board, Managerial Personnel, and Winding-up

Powers of Board – General powers, powers exercisable at Board Meeting, powers requiring special resolution, powers w.r.t. donations and contributions, Interested Directors, Related Party Transactions, Loans, and Investment.

Managerial Personnel – Managing Director, Whole-time Director, Manager, Key Managerial Personnel, Managerial Remuneration; Winding Up – Dissolution, Insolvency, and Winding up, grounds for winding up.

UNIT-III: SEBI Act 1992

Aims & Objectives, Major Concepts & Provisions, Functions of the Board

Finance, Accounts and Audit; Penalties & Adjudication

Establishment, Authorities, Jurisdiction, and Tribunal

UNIT- IV: FEMA 1999

Introduction, Board Structure, Regulations & Management, Contraventions & Penalties, Misc. Provisions

Foreign Contribution Regulation Act 2010: Definitions, Regulations, Misc. Provisions

UNIT - V: Insolvency & Bankruptcy Code 2016

Preliminary, Corporate Insolvency Resolution Process, Liquidation Process, Misc. Provisions

Information Technology Act 2000: Aims & Objectives, Concepts & Important Provisions, Regulation, Appointment, Duties, Penalties, & Adjudication, Misc. Provisions

Course Outcome: After completion of this paper student will be able to -

- Have an insight of the Basics of Indian Companies Act and Board of Directors.
- Develop an idea on powers of the board, managerial personnel, and winding up.
- Gain awareness about the SEBI Act and their norms.
- Gain knowledge about the FEMA Act, and Foreign Contributions Regulations Act.
- Understand the concepts of IBC 2016 and Information Technology Act.

Textbooks:

- Corporate & Economic Laws – CA Pankaj Garg – Taxmann’s Publication
- Corporate and Economic Laws – CA CS Manish Bhandari – Bestword Publications Pvt Ltd

References:

- ✓ Company Law- K.C. Garg, & Vijay Gupta, Kalyani Publisher
- ✓ SEBI Guidelines and Listing Companies: V.A. Avadhani - Himalaya Publishing House
- ✓ Indian Contract Act, 1872.
- ✓ SEBI Act 1992, Nabhi Publication, Delhi.
- ✓ Taxmann’s Mercantile Law

Paper- 1.5

CB6009: ORGANISATIONAL BEHAVIOUR

The Objective of this course is to help students understand the Conceptual Framework of Interpersonal and Organizational Behavior.

CONTENTS:

UNIT I: Organisational Behaviour:

Organisational Behaviour- Concept and Significance.

Relationship between Management and Organizational Behaviour; Attitudes; Perception; Learning; Personality.

UNIT II: Group Dynamics and Team Development:

Interpersonal and Group Behaviour, Group Dynamics- Definition and Importance, Types of Groups, Group Formation, Group Development, Group Composition, Group Performance Factors; Group Decision Making Merits and Demerits.

Motivation: Process of Motivation.

Theories of Motivation - Need Hierarchy Theory, Theory X and Theory Y, Two Factor Theory, Alderfer's ERG Theory, Mc Clelland's Learned Need Theory, Victor Vrooms Expectancy Theory, Stacy Adams Equity Theory.

UNIT III: Leadership:

Leadership Concept; Leadership Styles; Leadership Theories- Trait Theory, Behavioral Theory, Fiedler's Contingency Theory; Hersey and Blanchard's Situational Theory; Managerial Grid; Likert's Four Systems of Leadership.

UNIT IV: Interpersonal and Organizational Communication:

Concept of Two-way Communication; Communication Process.

Barriers to Effective Communication; Types of Organizational Communication.

Improving Communication; Transactional Analysis in Communication. Stress Management.

UNIT V: Organizational Conflict:

Dynamics and Management; Sources, Patterns, Levels, and Types of Conflicts. Traditional and Modern Approaches to Conflict.

Functional and Dysfunctional Organizational Conflicts; Resolution of Conflict.

Course Outcome: After completion of this paper student will be able to -

- Understand the Concepts of Organizational Behavior
- Learn about Group Dynamics, Team Spirit Development, and Motivation Theories
- Have a Better Insight about Leadership Concept, Styles, and Theories
- Know the Basics of Interpersonal and Organizational Communication
- Develop Competence on Sources and Types of Organizational Conflicts and their Resolution.

Textbook

- ✓ Organizational Behavior: S. S. Khanka- S. Chand
- ✓ Organizational Behavior – Nelson, Barik, Khandelwal - Cengage

Reference books:

- ✓ Organisation Behavior: O.P. Rai- Wisdom Publication (Varanasi)
- ✓ Management: Robbins, Stephen P and Mary Coulter- Pearson Education, Delhi.
- ✓ Organizational Behavior: Neustrom, John W, and Keith Davis - Tata McGraw-Hill, New Delhi.
- ✓ Understanding Organizations: Organization Theory and practice in India: NY. Shukla, Madhukar- Pearson Education, Delhi.

Paper- 1.6

CB6011: IT FOR BUSINESS

To expose students with the horizons of information technology and its implication on business

CONTENTS:

Unit- 1: INTRODUCTION TO INFORMATION TECHNOLOGY

Introduction to computers, computer hardware, computer software, and computer networks and the Internet, word processing software, spreadsheet software and presentation software.

Unit-2: Information technology essential for a manager:

Databases and database management systems, program development and programming languages, computer networks, multimedia and web, network, and internet security. The practical component provides the skills necessary for using more advanced features of spread sheet software and database management software.

Unit-3: Process management theories:

Six sigma and business process re-engineering (BPR) that lead to BPM. Overview of the BPM concepts, BPM principles and BPM practices.

Unit-4: Usage and application of information systems:

Information systems in business, information technology infrastructure, information systems and their relationship with organizations, information systems for business operations, information systems for managerial decision making, information systems for strategic advantage, enterprise-wide applications, information systems building and management, and managing change.

Unit-5: Professional ethics and responsibility

Responsibilities toward customers, clients, co-workers, employees, and employers; making critical decisions, use of computers in a professional setting.

Course Outcome: After completion of this paper student will be able to -

- To know the basics of information technology
- Present and analyses the importance of information technology for managers
- Understand the process of implementation of IT on business
- Develop the Skill to apply information technology on business
- Gain Knowledge about the professional ethics and responsibility while using IT

Textbook

- ✓ Understanding Computers: Today and Tomorrow – D Morley & Charles Parker – Cengage
- ✓ Information Technology for Management: Advancing Sustainable, Profitable Business Growth - Turban, Volonino, Wood, O.P. Wali – Wiley Publication

Paper- 2.1
CB6002: ADVANCED COST AND MANAGEMENT ACCOUNTING

Objective: To acquaint the students with the advanced concepts used in cost and management accounting, various methods involved, and tools and techniques used for costing and managerial decision making at the macro level

CONTENTS:

Unit- 1: Standard Costing & Variance Analysis:

Meaning & Objectives of Standard Costing, Types of Standards, Setting of Standards, Variance analysis – Material, Labour, Overheads, Sales and Profit Variances, Interpretation of the Variances.

Unit – II: Budgeting & Budgetary Control:

Budget, budgeting, and budgetary control; Budgeting process, Advantages and problems of Budgeting, Kinds of Budgets; ZBB, Cash Budget, Performance Budgeting.

Unit – III: Process Costing:

Meaning of Process Costing; Features of Process Costing; Process Losses and Gains Process Costing – Equivalent Units; Valuation of Work-in-progress

Methods of Accounting for Joint Products, Costing of By-products.

Unit – IV: Contract Costing:

Basics of Contract Costing – Features of Contracts, Accounting procedures, accounting treatment of costs, Surveyor's Certificate, Retention Costs, Ascertainment of Work-in-progress; Costing of Running contracts Costing of contracts nearing completion; Cost plus contracts, Fixed cost contracts with escalation clause; Service Costing

Unit – V: Reconciliation of Cost and Financial Accounts Need for reconciliation, Reconciliation statement Non-Integrated and Integrated Accounting system.

Activity Based Costing & Balanced Score Card, Responsibility Accounting.

Course Outcome:

- Understand the concept of standard costing and interpretation of variances
- Gain the knowledge about budgeting process and preparation of budget
- Know the concept and estimation of process costing
- Understand the procedure of contract costing
- Know how to reconcile cost and financial accounting

Textbook

- ✓ Cost and Management Accounting – Ravi M Kishore – Taxman Publications

Reference Books

- ✓ Cost and Management Accounting – Colin Drury – Cengage Learning
- ✓ Cost and Management Accounting – Mitra, Oxford University Press
- ✓ Cost and Management Accounting – M B Shukla – Himalaya Publishing House

CB6004: MANAGERIAL ECONOMICS

OBJECTIVE:

To Build a strong theoretical foundation of the subject and develop managerial perspective to economic principle as aid for making decision under given environmental constraints.

CONTENTS:

Unit-I:

Nature and Scope of Managerial economics, Managerial Economist Role and Responsibilities, fundamental economic concepts Incremental Principle, Opportunity Cost Principle, Discounting Principle, Equi-Marginal Principle, Profit Maximization Theory.

Unit- II:

Demand Analysis, Elasticity of Demand, its Meaning and Importance, Price Elasticity, Income Elasticity, Cross Elasticity. Theory of Consumer Choice, Indifference Approach, Revealed Preference Theory. Production Function, Law of Variable Proportions, Law of Returns to Scale.

Unit-III:

Pricing Policies and Methods: Objectives of pricing policy, factors affecting on pricing policy, methods of pricing, cost plus pricing, going rate pricing, marginal cost pricing, skimming price, low penetration pricing, transfer pricing, price discrimination, international price discrimination and dumping.

Unit-IV:

Business Cycles: Nature and Phases, Theories of Business Cycles, Non-Monetary Theories and Monetary Theories of Schumpeter, Hicks, Hayek, Hawtrey and Samuelson, Keynes's saving and investment theory, measures to be taken for reducing evil effects of business cycles.

Unit-V:

Profit Management - Measurement of Profit, Concept of Risk and Uncertainty, Profit Planning and Forecasting. Inflation: Meaning, definition, characteristics and types of inflation, effects of inflation.

Textbook

- ✓ H.L. Ahuja Managerial Economics, S. Chand Co., New Delhi.
- ✓ Dwivedi D.N., Managerial Economics – Vikas Publishing House, Delhi

Reference Books:

- ✓ Baya Michael R. Managerial Economics and Business Strategy Mc Graw Hill, New York.
- ✓ Varshney and Maheshwari, Managerial Economics-Sultan Chand and Sons, New Delhi.
- ✓ Dean Joel, Managerial Economics-Prentice Hall, New Delhi.
- ✓ Salvatore Dominick, Managerial Economics in a Global Economy – Mc Graw Hill, New York.
- ✓ Petersen H. and W. Cris lewis Managerial Economics prentice Hall, Delhi.
- ✓ Haynes W.W. Mote and Poul, Managerial Economics Analysis and Cases Prentice Hall, Delhi.
- ✓ Chopra O.P., Managerial Economics- Tata McGraw Hill, Delhi.
- ✓ Gough J. and S.Hills Fundamentals of Managerial Economics, Macmillan London.

Paper- 2.3

CB6006: INTERNATIONAL BUSINESS & ENVIRONMENT

OBJECTIVE:

To Understand about various national and international factors that are having impact on the functioning of business.

CONTENTS:

UNIT-1

International Business- Nature, importance, and scope; Modes of entry into International Business; Framework for analyzing international business environment; Economic, Technological, Socio-cultural, Political, and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO

UNIT-2

Regional Economic Co-operation and Integration between Countries; Various levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR.

UNIT-3

Multinational Corporations: Conceptual Framework of MNCs; MNCs and Host and Home Country relations; International Technology Transfers – importance and types, Foreign Technology Acquisition.

UNIT-4

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; Factors affecting exchange rates—spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India.

UNIT-5

Foreign Investment: Capital flows – types and theories of foreign investment – Foreign investment flows and barriers. Recent Developments in International Business: Ecological issues; Social aspects

Course Outcome: After completing this course, the student should be able to

- Define international business and describe how it differs from domestic business with respect to laws, regulations and taxation.
- Identify and describe factors and forces that affect an organization's decision to internationalize its business
- Describe and compare strategies for internationalization
- Identify and analyse challenges in working, communicating, and negotiating in a cross-cultural context

Textbooks

- ✓ Black and Sundaram: International Business Environment, PHI New Delhi.
- ✓ Cengage - Peng/Sharma - Global Business

Reference Books:

- ✓ F. Adhikari, Manabe: Global Business Management, Macmillan, New Delhi
- ✓ Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler.
- ✓ Black and Sundaram: International Business Environment, PHI New Delhi.
- ✓ F. Buckley, Ardin: The Essence of International Money, PHI New Delhi

Paper- 2.4
CB6008: Dynamics of Banking & Insurance

Objective: To equip students with tools and methods of analysing aspects related to financial systems, settlement of banks and the workings of the insurance companies and its regulations.

Unit 1: Indian Banking System

Evolution of Banking, Structure, and types (Public Sector Banks in India, Private Banks, Cooperative Banks, Regional Rural Banks (RRBs), National Housing Bank (NHB), Housing and Urban Development Corporation Ltd. (HUDCO), Housing Development Finance Corporation (HDFC), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI) Ltd, Power Finance Corporation (PFC))

Unit 2: Reserve Bank of India

Organization of RBI, Objectives of RBI, Reserve Bank and Industrial Finance, Nature and Functions of Central Bank, Traditional Central Banking Functions (monetary functions), Supervisory Functions (Non-monetary Functions), Promotional Functions (Non-monetary Functions), Miscellaneous Functions, Risk Management and Central Bank

Unit 3: Payment and Settlement System

Roles of Banks (intermediations) Payment and Settlement Systems in Banks, Role of Credit/Debit Cards in Payment Systems, Credit Card Operations, Customer Rights, Core Banking Solutions or Centralized Banking Solutions (CBS), Customer Grievances Redressal under Payment System,

Unit 4: New Age Clearing and New Age Payment

Real Time Gross Settlement Systems (RTGS), RTGS vs Electronic Fund Transfer System (EFT) or National Electronics Funds Transfer System (NEFT), RTGS Operations-impact on the Financial Sector, Interbank Financial Telecommunication (SWIFT), Bank Identification Code (BIC), Swift in India

Unit 5: Insurance

Introduction, Indian Insurance Industry, Basic Terminology, How Insurance Works, Types of Insurance (Life & Non-Life), Re-Insurance, Rights & Duties on both Insurer and Insured, Role of insurance in Financial System , IRDA , Regulation and Role, Extension of insurance to Niche areas: Pension plans, Bank assurance, Lips, TPA, Micro Insurance, Insurance Inclusion, Mortality rate and theory of probabilities to the mortality Table

Course Outcome:

After completion of this paper student will be able to -

- Know the Indian banking system
- Understand the various functions of the RBI
- Understand how the settlement works in the banking system
- Learn how the clearing system works
- Gain Knowledge and Competency to understand the workings of the insurance companies

Textbook:

Banking Law & Insurance- Sonali Sharma - Singhal law publication

Banking and Insurance Law and Practice – Indian Institute of Banking and Finance

Paper- 2.5

CB6012: HUMAN CAPITAL DEVELOPMENT

The Objective of this course is to help students understand the Concept of Human Capital Development and measurement of value addition to the organization.

CONTENTS:

Unit I: Introduction.

Meaning, Definition of Human Capital, Objectives, Scope, Nature of HRM, Need for HRM approach, importance of HRM. Models of HRM - Functions of HRM -Environment of HRM -Role of HR Practitioner.

Unit II: Human Resource Development (HRD).

Meaning, Definition of HRD, Features, Objectives & Significance of HRD, Scope, Need of HRD-Functions of HRD Managers-Instruments (Mechanism) of HRD -new HRD strategies -HRD future Issues.

Unit-III: Human Resource Policy & Human Resource Planning.

Meaning, features, objectives, principles & advantages of HR policies- Human resource planning-meaning objectives-need & importance of Human Resource Planning-Limitations-Guidelines for effective HRP.

Unit-IV: Training & Development of HR.

Meaning, features, objectives - Need & importance of training - its benefits- Types of Training Programmes, Training methods - Barriers to effective training-Training & Development.

Unit-V: HRM in Changing Business Environment.

Changing environment of HRM -Changing role of HRM -Workforce Diversity - its concepts, advantages, challenges & ways to improve the management of workforce diversity, Work-Life-Balance (WLB)-its concept, needs & methods of work-life-balance, Work From Home (WFH)-concept, Key points for Work From Home Policy, benefits of WFH.

Course Outcome: After Completing this course, the student should be able to

- Understand the importance of Human Capital for an organization.
- Acquire the conceptual knowledge of human resource development in an organization.
- Know the importance of Human Resource Training & Development.
- Get the knowledge about Human Resource Policies & Planning.
- Know about changing role of HRM.
- Get acquainted with WFD, WLB & WFH.

Text Books Recommended:

- ✓ Shashi Gupta & Joshi, Human Resource Management (Text & cases), Kalyani Publishers.
- ✓ Sasmitarani Samanta & J.P Mahajan, Human Resource Management, PHI (e-Book available).

Reference Books:

- ✓ Sikha Kapoor ,HRM,Taxman
- ✓ P.Subba Rao,Essentials of HRM & Industrial Relations,Himalaya Publishing House.
- ✓ Human Resource Management,Neeru Kapoor,Cengage.
- ✓ Khanka S. S.- Human Resource Management -S. Chand
- ✓ Human Resource Management, Sagun Ahuja, V. K. Global Pvt. Ltd., New Delhi
- ✓ Human Resource Management-Satapathy, Taheer and Mohanty-Himalaya Publishing House P Ltd.
- ✓ Sinha, P.R.N. Shekhar, S. P. Human Resource Management, Cengage Learning
- ✓ Human Resource Management-Gajendran,A. K. Jha, Vrinda Publications(P) Ltd.
- ✓ DeCenzo, D.A. and S.P. Robbins, “Personnel/ Human Resource Management”, Prentice Hall of India,New Delhi.
- ✓ Khanka S. S. - Human Resource Management, S. Chand.
- ✓ Ivancevich, John M. Human Resource Management. McGraw Hill.

Paper- 2.6

CB6014: RESEARCH METHODOLOGY AND BASIC ECONOMETRICS

Objective: This course aims at providing the general understanding of business research and the methods of business research. It will also help the students to understand the importance of research in social science and use of various techniques of econometrics in research and statistical problems.

Unit I: Introduction: Meaning of research; Scope of Business Research; Purpose of Research, Types of Research, Identification of research problem and formulation of hypothesis, Research Designs
Primary and Secondary Data, Design of Questionnaire, Measurement of Scale, Sampling Steps, Types, Sample Size Decision

Unit II: Hypothesis Testing: Tests concerning means and proportions; Z-test, t-test, ANOVA, Chi-square test and other Non-parametric tests- sign test, Run test, Krushkal Wallis Test.

Unit III: Regression Model:

Estimation, Assumptions of the Classical Linear Regression Model, OLS estimation Model Selection Criteria: R² and Adjusted R² criteria, Akaike's Information Criterion and Schwarz's Information Criterion.

Diagnostic Testing: Multi-collinearity, Autocorrelation and Heteroscedasticity.

Unit IV: Introduction to Econometric Software (GRET/ E-Views/ R/ Stata)

Generation of data sets and data transformation; Data analysis - Graphs and Plots, Summary Statistics, Correlation Matrix, Running an OLS regression, Collinearity, Autocorrelation, Heteroscedasticity, Normality of residuals

Unit V: Report Preparation: Meaning, types and layout of research report; Steps in report writing; Citations, Bibliography and Annexure in report; JEL Classification.

Learning Outcomes: Students would be able to:

- Understand the nature and scope of scientific research.
- Know the significance of collection of data and sampling of data.
- Understand the regression model and its usefulness.
- Learn the detection of errors and estimation techniques using panel data.
- To acquainted with available statistical software.

Textbooks:

- ✓ New Age Publishers Pvt Ltd - Kothari C.R. Research Methodology
- ✓ Mishra Business Research Methods, Oxford University Press.
- ✓ Basic Econometrics- Damodar N. Gujarati, Dawn C Porter, Sangeetha Gunasekar, McGraw Hill

Reference Books:

- ✓ Business Research methods, S.C. Agarwal, V.K. Global Pub. Pvt. Ltd., New Delhi.
- ✓ Upagade & Shende Research Methodology S. Chand
- ✓ A.K.P.C. Swain, Business Research methods and Project work, Kalyani Publishers, New Delhi
- ✓ Dangi, H.K. Business Research methods, Cengage Learning
- ✓ Chawla Deepak Research Methodology Vikash Publication

Semester III

Paper- 3.1

CB7001: Forensic Accounting and Auditing

To expose students with definitive and comprehensive accountancy covering Forensic Accounting Auditing for companies as well as distinct types of organizations.

CONTENTS:

Unit- 1: Fundamentals for Forensic Accounting

What is Forensic Accounting, Minimum requirements for becoming a Forensic Accountant, Role of the forensic accountant; differences between forensic accounting and auditing; transaction cycles and internal controls.

Unit- 2: The Auditing Environment

The audit process (including methods and techniques used and types of audit reports issued); the auditor's responsibility to detect fraud; Sarbanes-Oxley Act (including overall objectives, major provisions, compliance with the act, and evaluation of effectiveness).

Unit- 3: Forensic Accounting Tools and Techniques

Key concepts of forensic science applicable to accounting; key concepts of information security management systems; the effect of suspected fraud on the audit of financial statements or a forensic investigation; common indicators of fraud; common analytical procedures; sources of forensic evidence; investigative techniques used by forensic accountants; interview and interrogation techniques.

Unit- 4: Financial Statement Fraud

Financial statement fraud schemes; characteristics of financial statement fraud; motives of management to commit financial statement fraud; insider trading; prevention of financial statement fraud; red flags of financial statement fraud, Minimize the risk of business and individual

Unit- 5: Forensic Accounting Methods and Skills of Forensic Accountant

Indirect and Direct methods, Forensic Accounting for a Divorce: How forensic accountants help you, Real Estate fraud, how does a trial work? The skills forensic accountant needs.

Course Outcome: After completion of this paper student will be able to-

- Develop Insights about the Forensic Accounting
- Present and Analyze audit environment
- Understand various forensic accounting tools and technique
- Gain knowledge about the frauds done by corporates
- To understand the methods of forensic accounting

Textbook

- ✓ Forensic Accounting: What the World's Best Forensic Accountants Know - Greg shields - CreateSpace Independent Publishing Platform

Reference Books

- ✓ Students' Handbook on Forensic Accounting - Apurva Joshi

Paper- 3.2
CB7003: Quantitative Technique and Operational Research

To Understand about various national and international factors that are having impact on the functioning of business.

CONTENTS:

UNIT-1

Network Analysis - Shortest path problem- PERT / CPM - Basic concepts - Preparation of Network diagram - Computation of Critical Path - PERT cost - Applications of PERT - Limitations of PERT / CPM.

UNIT-2

Transportation problem - General structure - Methods for finding critical and optimal solutions (initial feasibility solution and optimization) - Degeneracy - Transportation problems

UNIT-3

Assignment Problems – Concept - Algorithm – Hungarian method- Simple problems

UNIT-4

Linear Programming - Formulation of LP Problem - Graphical Method, Simplex Method - Dual of a LP.

UNIT-5

Waiting Line Theory - Meaning, concepts used, elements of Queuing system - Basic Structure of Queuing models - Single channel, multi-channel queuing models - Limitations of queuing theory.

Course Outcome: After completing this course, the student should be able to

- Understand the basics of network analysis and its implications in business
- Understand the general structure of transportation problem
- To know the solutions and strategies for solving assignment problems
- Understand the method of solving linear programming
- To know the structure of queuing models

Textbooks

- ✓ Operations Research – P K Gupta – S Chand
- ✓ C R Kothari - An Introduction to Operations Research - Vikas Publishing, India.

Reference Books:

- ✓ Herbert, M.&WrightG.P.-OperationsResearchTechniquesforManagement-PrenticeHall, India.
- ✓ Panneerselvam, R. - Operations Research – Prentice Hall of India.
- ✓ Andrew Vazsonyi & Herbert Spirer - Quantitative Analysis for Business - Prentice Hall, Indi

Paper- 3.3
CB7081: SUMMER INTERNSHIP AND PROJECT

Specialization (Accounting and Finance)

Paper- 3.4.1

CB7101: IFRS and Ind AS

The objective of this paper is to let the students know the fundamentals of accounting standards and corporate reporting practices. This paper will help the students to gain the knowledge on selective accounting standard.

CONTENTS:

Unit I: Introduction to Indian Accounting Standards- Introduction, Applicability, Carve- Outs and Carve- Ins, Framework for the preparation and presentation of Financial Statements in accordance with Indian Accounting Standards. First-time adoption of Indian Accounting Standards (Ind AS - 101), Fair value measurement (Ind AS - 113)

Unit II: Presentation of Financial Statements (Ind AS -1), Separate financial statements (Ind AS - 27), Interim financial reporting (Ind AS - 34), Intangibles (Ind AS 38)

Unit III: Inventories (Ind AS - 2), Statement of Cash Flows (Ind AS - 7), Property, plant, and equipment (Ind AS - 16)

Unit IV: Leases (Ind AS - 116), Government Grants (Ind AS 20), Borrowing Costs (Ind AS 23), EPS (Ind AS 33)

Unit V: Business Combinations (Ind AS 103), Associates & Joint Ventures (Ind AS 28), Consolidated Financial Statements (Ind AS 110), Revenue from Contracts (Ind AS 115)

Outcomes:

- Understand the concepts of Indian Accounting Standards along with the difference between IndAS and IFRS.
- Know the contents of Annual Report and reporting
- Prepare statement of Cash flow statement and to have broad idea about PPP and inventory valuation.
- Know basic ideas about Govt. grants, borrowing costs, leases
- Understand concepts of corporate restructuring.

Textbook

- Students' Guide to Ind ASs (Converged IFRSs) – Dr. D. S. Rawat –Taxman

Paper- 3.4.2
CB7103: GST and Customs Law

To impart knowledge of principles and provisions of GST and Customs Law, the important legislation dealing with indirect tax system in India; and to enable students to apply the same practically.

CONTENTS:

Unit- 1: Introduction

Constitutional Framework of Indirect taxes before GST; Meaning, variants and methods; Major defects in the structure of indirect taxes existing prior to GST; Rationale for GST; Structure of GST; GST Council; GST Network; State compensation mechanism.

Unit- 2: Levy & collection of GST

Taxable Event – “Supply” of Goods & Services; Place of Supply; Intra – state and Inter State; Time of Supply; Valuation; Exemption from GST; Classification of Goods & Services; Composite & Mixed Supply.

Unit- 3: Input Tax Credit

Eligibility of ITC; Apportionment of Credit and blocked credits; Recovery of excess credits; Transfer of ITC; Payment of taxes; Refunds; Doctrine of Unjust enrichment; TDS; TCS; Reverse charge mechanism; Job work

Unit- 4: Procedures & Special Provisions under GST

Registration; Tax Invoice; Credit & Debit notes; Returns; Audit; Assessments; Taxability of e-Commerce; Anti-profiteering; Avoidance of Dual control; e-waybills; Zero-rated supply; Offences & Penalties; Appeals

Unit- 5: Customs Law

Basic concepts; Territorial waters; Types of custom duties; valuation; baggage rules; exemptions.

Note: In case of any subsequent notifications/ amendments regarding GST or Customs Law by the Government, the syllabus would be updated accordingly.

Course Outcome:

After completion of this paper student will be able to -

- Connect with the genesis of Goods and Services tax and comprehend the composition and working of GST Council
- Understand the meaning of Supply under GST Law, differentiate between inter and intra state supply, and compute the value of supply
- Comprehend the utilization of ITC, reverse charge mechanism and know the process of claiming refunds.
- Understand the provisions of registration under GST, avoidance of dual control, e-waybills, and penalty.
- Know the basic concepts of Customs Act and compute the assessable value for charging different custom duty.

Textbooks:

- GST & Customs Law (University Edition) – CA (Dr.) K. M. Bansal –Taxman

Paper- 3.4.3

CB7105: International Finance

Objective:

This course provides students with a broad understanding of international monetary systems and banking with a specific focus on the effects of financial markets and trade balances on international trade and the analysis of regions, countries, and markets for international trade. Students are encouraged to analyse and consider international financial management decisions and are taught tools and methodologies to employ as global managers to mitigate risk and take advantage of opportunities in the marketplace.

Unit 1:

International Financial Environment, Global Economy - A Historical Perspective, Financial Globalization- goals of International Financial Management, The Openness of Indian Economy & Indicators of Openness of Indian Economy.

Unit 2: Balance of Payment and International Linkages:

International Financial Transactions: Balance of Payments: Meaning & Structure Balance of payments and its components; BOP Accounting, BOP trends in major countries, Coping with current account deficit, Capital Account Convertibility – pros and cons.

Unit 3: International Financial Markets and Instruments:

International money market – Euro Currency Market, Euro credits, Forward Rate Agreements, Euro Notes – International Bond market Credit Rating and indices of international bond market – Types of instruments – International equity markets: Market structure, trading in international equities, cross listing of equities, GDRs, ADRs, IDRs, Global registered shares, international equity market benchmark, factors affecting in international equity market.

Unit 4: Foreign Exchange markets:

Foreign Exchange Market: origin of the concept of foreign exchange, the difference between fixed and floating rates. Foreign exchange transactions and the derivatives instruments traded in foreign exchange market such as forwards, futures, swaps, and options. Functions and structure of Forex market, Forex market participants, foreign exchange spot rates.

Unit 5: Foreign Exchange and Management:

Foreign Exchange rate determinants –Interest rate parity, Purchasing power parity and the International Fisher effect. Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect. Management of Transaction exposure, Cross hedging minor currency exposure, Determinants of economic exposure.

Course Outcome: After completion of this paper student will be able to -

1. An understanding of the foundations of international financial management
2. An understanding of the foreign exchange market and exchange rate determination
3. A realization of the risks involved in international financial management and how to mitigate them
4. An understanding of world financial markets and the institutions involved
5. An understanding of tools and tactics used in the financial management of a multinational firm

Textbooks:

1. International Finance – V.A. Avadhani – Himalaya Publishers
2. International Finance: Theory and Policy - Paul R. Krugman, Maurice Obstfeld, Marc Melitz - Global Edition, Pearson

Reference Books:

1. Cheol S. Eun, Bruce G. Resnick, International Finance Management, Mc Graw Hill, 5th edition, 2009.
2. Keith Pilbeam, International Finance, Palgrave Macmillan, 3rd edition.
3. Thomas J. P'brien, International Finance – corporate decision in global markets, 2nd edition
4. 1. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi, 5th Edition.
5. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi 2009, 5th edition
6. Shapiro, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi. 2006, 8th edition

Specialization (International Business and Marketing)

Paper- 3.5.1

CB7201: Consumer Behavior

Objectives: The basic objective of this course is to develop and understanding about many aspects of consumer behavior and its applications in marketing.

Unit 1: Introduction to Consumer Behavior.

Consumer Behavior and marketing Strategy, Methods of consumer research, Applications of consumer behavior knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Diversity of consumers and their behaviors.

Unit2: Consumer needs, theories of Motivation and their applications. Process theories and content theories. Personality and self - concept. Theories of personality. Trait theory and measurement. Motivational Research. Perception. Thresholds of perception, Subliminal perception, Perceptual process dynamics. Positioning methods and measurement.

Unit 3: Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change, Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

Unit4: Self Concept. Concept of Multiple Selves. Development of the self. Image Congruence assumptions. Social Comparison theory. Self-esteem. Body image and body esteem. Fashion, Cosmetics and Conspicuous consumption. Psychographics and Lifestyle; Reference Group Influence; Theory of reference group and applications. Endorsements and reference group influence.

Unit5: Family, family life cycle and decision - making. Social Class. The concept and measurement. Mobility among social classes. Prestige products and status. Diffusion of Innovation and Opinion Leadership. Marketing, consumer behavior and society. Consumption and Persuasion-Issues of manipulation and long- term impacts on society and children. Consumer materialism. Consumer behavior knowledge for public policy.

Course Outcome:

After completion of this paper student will be able to-

- Understand the basics of consumer behavior
- Know the needs of the consumer
- Learn various theories developed to understand consumer behavior
- Understand the self-concept of consumer behavior
- Gain Knowledge about the family lifecycle.

Textbooks:

- Consumer Behavior - Schiffman, L G and Kanuk, L – Pearson

Suggested Readings

1. Assael, H. Consumer Behaviour and marketing Action, Ohio, Southwestern,1995
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, 1993 Electives (Marketing)
3. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
4. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business,1995
5. Mowen, John C. Consumer Behaviour, New York, MacMillan,1993

Paper- 3.5.2

CB7203: International Supply Chain Management

Objectives: To provide an understanding of the supply chain management system and the distribution system

Unit-1 Introduction:

Basic concepts & philosophy of SCM, essential features, decision phases –process view, supply chain framework, key issues in SCM and benefits.

Unit 2 Designing the supply chain network

Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network designing the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs

Unit-3 Inventory Management:

Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis.

Unit-4 Purchasing and vendor management:

Centralized and decentralized purchasing, function of purchase department and purchase policies, vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanban systems of inventory management

Unit-5 Logistics Management:

Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution, and warehousing management.

Course Outcome:

After completion of this paper student will be able to -

- Develop Insights about the supply chain management system
- Know the designing of supply chain management
- Understand the basics of the inventory management system
- Develop the Skill of purchasing and vendor management
- Gain Knowledge of logistic management

Textbooks:

- ✓ Supply Chain Management: A Logistics Perspective- Coyle, John J., Cengage Learning
- ✓ Supply Chain Management – Strategy, Planning, And Operation- Sunil Chopra, Pearson

Paper- 3.5.3

CB7205: Global Business Ethics

Objectives: To provide an understanding of the global business ethical practices and developing skills of identification and analysis of ethical dilemmas on a workplace and managing ethics in organizations.

Unit 1: Introduction to Global Business Ethics:

Global Ethics- Meaning , Definition of Business Ethics, Ethical performance, Types of Ethics, Sources of Ethics, Importance and Scope of Ethics, Factors influencing Business Ethics, Objectives of Business Ethics, Morality and Ethics.

Unit 2: Global Values, Norms, Beliefs, and Standards

Ethical Codes, Managing Ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing, Ethical Organisation, Ethical Issues that arise for Managers, Kohlberg's Model, Carrol Gilligan's Model.

Unit 3: Global Ethical Practices in Business Management

Application in Marketing and Advertising, Application in Accounting & Finance-Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HRM - Compensation, Nomination and Work Place Harassment of Employees.

Unit 4: Societal and Ecological Global Business Ethics

Social Responsibility of Business, the Ecological Responsibility of Business, Developing Sustainable and Accountable Business, Responsible Business in a Global World, Ethics in the Manager's Work and in Corporate Governance

Unit 5: Globalization of CSR and CSR Audit

Features of CSR of multinational corporations, theory and practice of CSR. Global environmental, social, economic, political and other problems. Criteria for evaluation of efficiency of CSR to multinational corporations, Basic initiatives in the field of CSR and sustainable development. Corporate CSR reports. Social Audit reports.

Course Outcomes:

After taking the course of Global Business Ethics students should will able to :

- Define, explain and illustrate the theoretical foundations of Global Business Ethics
- Understand the various ethical codes, activities, ethical problems and issues faced in global business environment
- Learn the various unethical practices on accounting, finance and HRM and how to solve these issues
- Reflect on and critically examine the societal and ecological issues in the global workplace decision making
- Understand the CSR international standards, how to prepare CSR Reports and conduct social audit of CSR activities.

Text Books

- ✓ A.C. Fernando, Business Ethics: An Indian Perspective. New Delhi: Pearson Education 2009
- ✓ CSV Murthy, Business Ethics (Text and Cases), Published by Himalya Publishing House

Suggested Readings

- ✓ Marianne M. Jennings, Cases in Business Ethics, Published by Cengage Learning
- ✓ John R. Beatright, Ethics and the conduct of business, Published by Pearson Education
- ✓ Ananda Das Gupta (2014): Business Ethics: Texts and Cases from the Indian Perspective, Springer, New Delhi
- ✓ Anderson, E. (1993): Value in Ethics and Economics, Cambridge, Mass. & London, Harvard University Press.
- ✓ Raj Agrawal and P.S. Bajaj (2008): Business Ethics: An Indian Perspective, Wiley.

Specialization (Leadership and Human Resources)

Paper- 3.6.1

CB7301: Human Resource Planning and Development

Objective: The objective of this course is to acquaint the students with the manpower planning and development of the human resources in an organisation

UNIT-1: Human Resources Planning (HRP):

Meaning, Definition, Need, Objectives, Levels of HRP- Benefits of HRP, Limitations of HRP, Strategic Role of HRP, Suggestions/Guidelines for making HRP effective, Recent trends in HRP

UNIT 2: Retention, Separation and Re-employment:

Retention Management, Need of retention, Retention management strategies, Failure of Retention, Separation-Concept, Types of Separations- Natural Separations, Employee initiated separations, Employer initiated Separation-Voluntary Retirement Scheme (VRS), Reasons for VRS offered by employers & accepted by employees.

Retrenchment Concept, Re-employment Concept-Re-employment of retired employees, Re-employment of retrenched employees.

UNIT -3: Human Resource Information System (HRIS):

Meaning, Definition Development of HRIS, Need and objectives of HRIS, Functions of HRIS, advantages and shortcomings of HRIS, Computerized Human Resource Information System, Critical Analysis of Limitations of HRIS

UNIT 4: Ethical Issues in Human Resource Management:

Meaning of Ethics, Ethical issues in employment, Sources of business ethics, importance of business ethics, Ethical Principles for HR manager, HR ethical issues-Unethical situations- Techniques for Managing Ethics, Difficulties in Ethical Decision Making, ethical issues in HRM in Multinational corporations.

UNIT 5: Contemporary Issues in HR & HR in New Millennium:

Employers Brand-meaning & need, Right Sizing workforce-concept, Need of right sizing, Work-Life -Balance (WLB)-concept & need, Work From Home (WFH)concept & Benefits, Economic, Political and Social challenges in HR, Top critical issues in HR.

Course outcome

After completion of this course of this paper students will be able to:

- Understand the HRP in detail
- Know the system of retention, separation and re- employment
- Understand HRIS in detail
- Learn ethical issues in HR
- Anticipate HR in new millennium.
- Get information about contemporary issues in HR& HR in New millennium

Textbook

Essentials of Human Resource Management and Industrial Relations by P Subba Rao (Himalaya Publishing House)

Reference books

- ❖ Human Resource Management by Shashi K Gupta and Rosy Joshi (Kalyani publishers)
- ❖ Human Resource Management by Shikha Kapoor (Taxmann publishing private limited)
- ❖ Human Resource Management by S.S. Khanka (S Chand Publishing)

Paper- 3.6.2

CB7303: Human Resource Information System

Paper- 3.6.3

CB7305: Leadership Theory and Practices

Specialization (Banking and IT)

Paper- 3.7.1

CB7401: Bank Management and FinTech

Objectives: Banks today are primarily technology companies, working in the “money business.” This module introduces the various dimensions of the contemporary issues banking COOs/CIOs/CTOs facing: how the next generation IT operating model of a bank should look like in terms of hardware infrastructure, application and data landscape, organization, and business – IT interface, key IT processes, as well as the major challenges arising from the technology native FinTech world.

Unit 1: Introduction to Fintech

Meaning and hype of Fintech, FinTech Hubs, The History of Fintech

Unit 2: Technology:

Block chain, Wearables and Other, Big Data and Artificial Intelligence,

Unit 3: Fintech for Managing Capital:

Allocation of Capital and Insurance, Wealth Tech overview, Digital Investment options and platforms, Algorithmic Trading, AI, and ML based Robo-Advisory

Unit 4: Portfolio management:

Digital brokerage, Crowdfunding, Customer verification and KYC

Unit 5: Pay Tech-overview

RTGS, NEFT, ECS, Cards, PPIs, Wallets, Payment Banks, Payment gateways, UPI/ India Stack, BHIM, Other NPCI products - IMPS, RuPay, NFS, NACH, Bharat Bill pay etc., Ripple, IoT in Payments, PayU Case Study discussion

Course Outcome:

- Students will become familiar with the key components of banking IT hardware and software infrastructure, big data/advanced analytics use cases and IT governance and organization challenges.
- Furthermore, they gain insight in which way and in which part of the value chain the FinTech's are challenging the incumbents, and/or how they can cooperate with established banks.

Textbooks:

1. Fintech: The New DNA of Financial Services, Pranay Gupta, and Mandy Tham, DEG press

Reference books:

1. FinTech: The Technology Driving Disruption in the Financial Services Industry, Paraga Y Arjun Wadkar, CRC Press

Paper- 3.7.2
CB7403: Investment and Risk Management

Objective: To equip students with tools and methods of analysing aspects related to international financial systems, Balance of Payments, and International financial markets, besides making them aware of mitigating forex risk.

Unit 1: Debt Markets and Fixed Income Securities

Introduction, Terminologies, Types of bonds, Govt. of India securities, State development loans, Other approved securities, Non SLR securities, Public Sector Undertakings' (PSU) Bonds, Corporate debentures, Bonds and debentures, some other aspects of fixed income securities, Bond Dynamics, Discounted cashflow, Time value of Money, Accounting, Valuation

Unit 2: Interest Rate Quotations and Market Terminology

Introduction, Fixed and floating rate of interest, Simple and compound rate of interest, Yield, Premium and discount, Front end and rear end, Day count conventions

Unit 3: Treasury Management

Introduction, Sources of profit for Treasury, Global Scenario, RBI Measures, Scope and functions of treasury management, Nature of Treasury Assets and Liabilities, Objectives of treasury, Organizational Structure, Integrated Treasury: Cost Centre and Profit Centre, Functions, Benefits

Unit 4: Liquidity Management

Objectives, Sources and Deployment, CRR, SLR, CCIL: Netting/ Elimination of Exposures, RTGS,

Risk Analysis and Control: Interest Rate Risk, Investment/ Trading Book, Value at Risk, Forex (Market) Risk

Unit 5: Regulations, Supervision and Compliance of Treasury Operations: RBI guidelines, **Role of Information Technology in Treasury Management:** Negotiated Dealing System, Other Trading Platforms/ Systems, Straight Through Processing (STP), Settlement, Custody and Others

Course Outcome:

After completion of this paper student will be able to -

- Develop Insights about Corporate Restructuring and Accounting for various Types of Restructuring
- Present and analyse the management of liquidity
- Understand how to analyse risk and how to control
- Develop the Skill of Preparation of Financial Statements of Banking Companies
- Gain Knowledge and Competency in treasury management.

Textbooks:

Treasury, Investment and Risk Management, Indian Institute of Banking and Insurance, Taxman

Reference Books:

End Users' Guide to Risk Management and Derivatives, Rahul Ghosh, Wiley

Paper- 3.7.3
CB7405: International Banking and Finance

Objective: To equip students with tools and methods of analysing aspects related to international financial systems, Balance of Payments, and International financial markets, besides making them aware of mitigating foreign exchange risk.

Unit 1: International banking operations

Global trends and developments in International Banking ii) Wholesale banking, retail banking, private banking, inter-bank business iii) International financial centers offshore banking units, SEZs iv) Asset Liability Management v) Profitability of International Banking Operations vi) Investment Banking vii) Correspondent Banking

Unit 2: International Financial Institutions

IMF, IBRD, BIS, IFC, ADB, WTO

Role of IMF and World Bank in International debt crisis management

Unit 3: Treasury and Risk Mitigation

FEMA and Regulatory Framework in India

Letter of Credit mechanism and UCPDC/ URC/ URR Buyer's/ Sellers credit

Unit 4: International Corporate Finance

Fundamental principles of lending MNC, documentation and monitoring of Corporate Finance, international credit rating agencies and global capital markets, Raising resources and its deployment, ECBs/FCNRs

Unit 5: International Bond Market:

Operations - procedure and significance, Regulatory prescriptions, revising undertaking facility, Note issuance facility system and structure, Syndicated Loans, Project, and Infrastructure Finance, Corporate Treasury Management, Derivatives; Corporate application, Role of FIIs, FDIs and EXIM Bank, Commodity Exchanges.

Course Outcome:

After completion of this paper student will be able to -

- Develop Insights about international banking operation
- Know the activities of various international financial institution
- Understand the treasury and risk mitigation
- Develop the Skill to understand the international corporate finance
- Gain Knowledge about the international bond market

Textbooks:

International Banking Operations, Indian Institute of Banking and Insurance, Macmillan India

Reference Books:

International Banking Operations, Indian Institute of Banking and Insurance, Macmillan India

Semester IV

Paper- 4.1

CB7002: STRATEGIC MANAGEMENT

Course Objective:

The Objective of this course is to help students understand the Conceptual Framework of Business Strategies to sustain in an economy.

CONTENTS:

UNIT-1

Strategic Management: Introduction, Strategic Management, Need, scope, key features, and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

UNIT-2

Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organizational Position and Strategic Advantage Profile, Strategic Management Model

Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

UNIT-3

Business Investment Strategies: Introduction, Business Plan and Business Venture, Business Investment Strategies

Strategies for Multinational Corporations: Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies

UNIT-4

Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances, Recent Strategic Alliances in India

UNIT-5

Challenges in Strategic Management: Introduction, Strategic Management as an Organizational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organizational Culture and its Significance, Organizational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalized economy.

Course Outcome: After completing this course, the student should be able to

- Understand the role of strategist and several types of strategies used in an organization while facing various situations.
- Understand how strategies are formulated and implemented in an organization
- Know the strategies used by the multinational companies
- Know the basics of strategic alliance
- Know the challenges faced by an organization while formulating strategies and what are the contemporary trends in strategic management

Textbooks:

- ✓ Management Policy & Strategic Management – R. M. Shrivastava, Himalaya Publishing House, Mumbai.
- ✓ Strategic Planning: Formulation of Corporate strategy–V.S. Ramaswamy, S. Nama Kumari - Macmillan Publishing House

Reference Books:

- ✓ Business Policy –Azhar Kazmi –S. Chand & Co. New Delhi
- ✓ Strategic Management: Concepts & Cases – Upendra Kachru, Excel Books.

Paper- 4.2
CB7004: Business Analytics

OBJECTIVE:

To understand principles of Business Analytics at conceptual level, application areas for implementing Business Analytics, and develop skills to design Business Analytics projects

CONTENTS:

Unit- 1: Business Analytics (BA): Definition, concept and need for Business Analytics, Case studies

BA Basics: Data, information and knowledge, Role of Mathematical models

Unit – II: Business Analytics at the strategic level:

Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource

Unit – III: Business Analytics at Data Warehouse Level

Designing physical database, Deploying, and supporting DW/BA system

Unit – IV: Business Analytics Architectures:

Cycle of Business Analytics, Development of Business Analytics System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering.

Unit – V: BA Applications in different domains- CRM, HR, and Production

Course Outcome: After completion of this paper student will be able to -

- Develop Insights about Business Analytics
- Present and understand the importance of Business Analytics at strategic level
- Understand the use of Business Analytics at data warehouse level
- Develop the Skill to know the Business Analytics architecture
- Gain Knowledge and Competency in application of Business Analytics in different domains

Textbook

- Business Analytics: Data Analysis & Decision making – Albright & Winston - Cengage
- Decision Support and Business Intelligence Systems- Turban, Sharda, Dalen, Pearson

Reference Books

- Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Ruud, John Wiley, and sons, 2009
- The Profit impact of Business Intelligence by Steve Williams and Nancy Williams, Morgan Kauffman Publishers/ Elsevier, 2007

Paper- 4.3
CB7082: Dissertation

Specialization (Accounting and Finance)

Paper- 4.4.1

CB7102: International Accounting & Corporate Reporting Practices

Objective: To expose students to the prevailing International Accounting Systems and increase the employability of students in MNCs.

Unit 1: International Dimensions of Accounting

Introduction, Definition, Importance, Scope of international Accounting, Status of International Accounting Education, Internationalization of the Accounting Profession- Introduction, The Accounting Profession in Selected Countries, Internationalization of the Profession, International Financing Reporting System (IFRS)- Salient Features, Need, Provisions, Applications in India, USA, UK, and other Countries

Unit 2: International Accounting Standards Committee

Origins & Operations, Achievements, Current Issues, The Standards, Components and Structure of Financial Statements, Balance sheet items, Income Statement Items, Consolidated Financial Statements, cash flow Statement, Requirements relating to Enterprises.

Unit 3: Comparative Analysis of Major Accounting Issues

Legal basis of accounting regulation, Existence of a Conceptual Framework, Additional components of Financial Statements, General Approaches Asset Valuation, Internally Generates intangibles & Research & Development, Goodwill, Tangible Fixed Assets, Investments, Current assets, leases, Provisions, Deferred taxes

Unit 4: Accounting Differences and Financial Statement Analysis

Presentation of Financial Statements, Methods of Financing, Main problems in Financial Statement Analysis, Scope of Consolidation, Revaluation of Assets, Depreciation and Provisions, Leasing Accounting for goodwill, Deferred Taxation, Capitalized Expenses, Transactions in Foreign Currencies, Extraordinary and Exceptional items, Changes in Accounting Principles or Generally Accepted Accounting Practices (GAAP) India-USA-UK-Germany-France-Japan

Unit 5: Sustainability Reporting and other Reporting Practices

Concept of Triple Bottom Line Reporting, Global Reporting Initiative (GRI), Integrated Reporting, Business Responsibility Reporting, Value Added Statements, Management discussion and analysis, External Reporting under capital market regulations.

Course Outcomes: After completion of this paper student will be able to -

- Develop Insights about the different dimensions of the international accounting
- Understand the operations of International Accounting Standard Committee
- Know the major accounting issues
- Gain Knowledge about the accounting difference and financial statement analysis
- Develop understanding of contemporary issues in field of corporate reporting practices.

Textbooks:

1. Prentice Hall - Mahapatra Das, AK – International Accounting; &

The World Press - Bhabatosh Banerjee – Regulation of Corporate Accounting & Reporting in India

Reference Books:

1. International Accounting-Peter Walton, International Thomson Business press.

2. International accounting a user perspective-Saudagaran, Shahorkh.M, Cengage learning India Pvt. Ltd, New Delhi.

3. Comparative international accounting -Nobes Christopher & Parker Robert, Research Education Asia, New Delhi.

4. International Accounting, Mohapatra Das.A.K., Prentice Hall of India, New Delhi.

Paper- 4.4.2
CB7104: Corporate Tax Planning

Objective:

To provide a conceptual idea about the various provisions of tax planning related to corporate sector and their impact on decision-making in this context.

Contents

Unit-I:

Corporate Tax in India–Concept of Tax planning, Tax management, Tax avoidance, Tax evasion, Assessment year and Financial Year

Residential status of corporate and its incidence of tax, clubbing, Tax liability and minimum alternate tax, Tax on distributed profits

Unit-II:

Carry forward and set-off of losses and unabsorbed depreciation (head wise)

Carry forward and set off of losses in case of certain companies; Deductions available to corporate assesses; Tax on distributed profits; Units of Mutual funds.

Unit-III:

Tax Planning with reference to Depreciation, Capital Gain and Scientific Research

Tax planning with reference to setting up of a new business; taxation issues of start-ups; Location of Business, nature of business, form of organisation.

Tax panning with reference to financial management decision – Capital structure, dividend, and bonus shares;

Tax planning with reference to sale of scientific research assets.

Unit-IV:

Tax planning with reference to specific management decisions; Make or buy; own or lease; repair or replace.

Tax planning with reference to employees' remuneration; Tax planning with reference to receipt of insurance compensation.

Tax planning with reference to distribution of assets at the time of liquidation.

Unit-V:

Tax planning with reference to business restructuring: - Amalgamation, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Conversion of company into LLP, Transfer of assets between holding and subsidiary companies.

Corporate Tax returns–Assessment, Return Filing, Penal provision, Double taxation Relief.

Learning outcome:

After completing the course, the student shall be able to:

- differentiate between various tax planning concepts and understand the procedure of assessment of corporate assesses.
- devise strategies for tax planning in respect of a new business, understand the specific tax issues for start-ups, and comprehend the Income Tax provisions relevant for financial management decisions.
- Know the tax factors relevant for managerial decisions and to understand how to develop pay packages for employees.
- understand tax planning with reference to business restructuring.

Textbooks:

1. Corporate Tax Planning by V.K. Singhania (TAXMAN PUBLICATION).
2. Income Tax Law by V.K. Puri (Jain Books Agency Publication)

Reference books:

1. Income Tax Law by Chaturvedi & Pithisaria (Wadhwa Publication).
2. Law of Income Tax by Sampath Iyengar (Bharat Publication).

Paper- 4.4.3
CB7106: Investment Management and Derivatives

Objectives: To equip students with various tools and techniques for analyzing risk & return involved in investment management and the mechanism of the financial derivatives that surrounds the business world.

Unit1: Introduction to Risk and Investment Management:

Investment process, Types of investments, Investment avenues in India, The asset allocation process, The global market investment decision, Securities markets in India. The Concept of Risk, Risk Vs. Uncertainty, Types of risks, Risk management process.

Unit2: Introduction to Portfolio Management:

Risk and Return Analysis, Asset Pricing Models, Multifactor Models of Risk and Return, Efficient Capital Markets.

Unit3: EIC Framework & Bond Valuation:

Fundamental Analysis, Technical Analysis, Volume & Price Trends, Tools of Analysis, Bond Valuation Techniques, Valuation of Convertibles & Warrants, Bond Management Strategies.

Unit 4: Derivative Markets & Instruments:

Origin & Development of Derivative Markets, Important Concept in Financial & Derivative markets, Types of Derivative Instruments, Role of Derivative Markets, Clearing & Settlement, Market participants, Regulations of Derivative Markets in India, Criticism of Derivative markets.

Unit 5: Options Pricing Models:

Principles of Option Pricing, The Binomial Model, The Black-Scholes-Merton Model

Course Outcome:

After completion of this subject the student will be able to -

- Understand the concept of risk & investment management
- Analyze the risk & return involved in portfolio management.
- Understand the conceptual framework of EIC & Bond valuation techniques.
- know the derivative markets and its instruments.
- Compute the Option price using various popular models.

Textbooks:

- 1PHI - SL Gupta – Financial Derivatives
2. Patwari D.C and Anshul Bhargava, Options and Futures., Jaico Books.

Reference Books:

1. Baghri and vora, Options and Futures, Tata McGraw Hill
2. Strong, Derivatives, Thomson publishing.

Specialization (International Business and Marketing)

Paper- 4.5.1

CB7202: Customer Relationship Management

Objectives

- To understand the concepts and principles of CRM and management of customer relationship.

Unit 1 Introduction to CRM

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships, CRM success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

Unit 2 CRM in Marketing

One-to-one Relationship Marketing - Cross Selling & Up Selling, Customer Retention, Behaviour Prediction - Customer Profitability & Value Modelling, Channel Optimization Event-based marketing, CRM and Customer Service, The Call Centre, Call Scripting Customer Satisfaction Measurement.

Unit 3 Sales Force Automation

Sales Process, Activity, Contact- Lead and Knowledge Management Field Force Automation. CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

Unit 4 Analytical CRM

Managing and sharing customer data - Customer information databases Ethics and legalities of data use - Data Warehousing and Data Mining Concepts Data Analysis Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Unit 5 CRM Implementation

Defining success factors, preparing a business plan requirement, justification and processes, Choosing CRM tools, defining functionalities, Home grown versus out-sourced approaches, managing customer relationships conflict, complacency, Resetting the CRM strategy. Selling CRM internally, CRM development Team, Scoping and prioritizing Development and delivery measurement.

Course Outcome:

After completion of this paper student will be able to -

- Understand the concept of the CRM
- Know the importance of the CRM in Marketing
- Learn how to manage and share customer data
- Develop the Skill to implement CRM in a business

Textbooks:

1. Customer Relationship Management – Mallika Srivastava – Vikas Publishers
2. V. Kumar & Werner J., Customer Relationship Management, Willey India

Reference Books:

1. Kaushik Mukherjee, Customer Relationship Management- Kaushik Mukherjee, Prentice Hall of India Private Limited, New Delhi, 2008
2. Jagdish Seth, Et Al, Customer Relationship Management
3. Customer Relationship Management - S. Shanmugasundaram, Prentice Hall of India Private Limited, New Delhi, 2008

Paper- 4.5.2
CB7204: International Marketing

Objective: The objective of this course is to acquaint the students with the environment, principles, and strategies of and trends in international marketing and related aspects.

Unit 1 Introduction to international business.

why goes international? Special problems/features of international marketing vis-a-vis domestic marketing; internationalization stages and international marketing orientations. International business environment - economic environment; political and legal environment; demographic and cultural environment; natural environment; international trading environment.

Unit2 International marketing research; market profiling analysis and selection. Market entry and operating strategies - exporting; licensing; contract manufacturing; foreign assembly, foreign production; joint ventures; production in free areas; third country location; countertrade; strategic alliance. Trade in services.

Unit 3 International market segmentation and market coverage strategies - differentiated marketing; undifferentiated marketing; concentrated marketing; niche marketing. Product strategies; international marketing and PLC; pricing strategies; promotion strategies; distribution strategies. Trade financing and risk insurance.

Unit4International marketing organisation – export department; subsidiary; foreign branches/offices global organisation. Multinational corporations; foreign direct investment.

Unit 5 Foreign trade strategy of India - Exim policy, export promotion measures Analysis of foreign trade of India. Major problems of India are export sector. Trends, problems, and prospects of globalization of Indian business.

Course Outcome: After completion of this paper student will be able to -

- Develop Insights about the need of international market in present scenario
- Present and analyse various situation of market
- Understand international market situation and segmentation
- Learn the importance of the international marketing organisation
- Gain Knowledge about the foreign trade strategy

Textbooks:

1. Keegan, Warren: Global Marketing (Prentice Hall of India)

Suggested Readings:

1. Cateora, Philip: International Marketing (Richard D Irwin)
2. Kripalani. V. H: International Marketing (Prentice Hall of India)
3. Majaro, Simon: International Marketing (George Atten & Unwin)
4. International Marketing Management (CBS Publishers and Distributors)

Paper- 4.5.3
CB7206: International Trade Practices

Course Objective

This course aims at providing the general understanding of policy and practices in international trade . It will also help the students to understand the importance of international trade in Indian economic condition.

Unit-I : Introduction : Concept, Features and Importance of international Trade; Types, Advantages and Limitations of international Trade; international Trade Vs. Home Trade; Problems Involved in international Trade; Tariff and Non-Tariff Barriers; Trade Agreements; Important Classical and Modern Trade Theories.

Unit-II : international Exchange Management : Concept and Importance of international Exchange; Determination of international Exchange Rate-its Theories; international Exchange Market-Functions and Means of Settlement of International Transactions; Types of international Exchange Rates; Factors Influencing international Exchange Rates; international Exchange Control; Balance of Payments-Concept, Components and Importance of Balance of Payments.

Unit-III : international Trade Procedure and Documentation : Export Trade Procedure; Import Trade Procedure; Documents Involved in Export and Import Trade; Import and Export Duties; Custom Formalities; Organisation of international Trade; Mercantile Agents in international Trade; Export and Import Houses.

Unit-IV : Credit and Financing of international Trade : Need for and Importance of Financing of international Trade; Kinds of Credit; Institutional Set-up for Financing of international Trade in India; Modes of Payment under international Trade; Risk Management in international Trade and ECGC.

Unit-V : India and International trade : Broad Features, Composition and Direction of India's international Trade; Broad Features of international Trade Policy; Organisational Set-up for Promotion of international Trade; Export Assistance and Incentives; Government Agencies in international Trade.

Learning Outcomes: After completing the course, the student shall be able to:

- Understand the Concept of international trade.
- Learn the determination of international exchange and balance of payment.
- Know the documents required in international trade
- Understand the importance of finance in international trade
- Know India's position in international trade

Specialization (Leadership and Human Resources)

Paper- 4.6.1

CB7302: Industrial Relations and Labour Law

Objective: The course enables the learners to understand and apply the important concepts of industrial relations including trade unions, discipline, and various labour enactments.

Unit 1: Industrial Relations Concept, nature and objectives of Industrial Relations; Evolution and factors influencing IR in changing Environment, Employers' Organisation; Human Resource Management and IR.

Unit 2: Trade Unions Act, 1926 Important provisions of Trade Unions Act, 1926. Objectives of Trade Union in the era of liberalization; Factors influencing the growth of Trade unions, its registration, rights, and liabilities. Emerging trends in Union Management Relations.

Unit 3: Workers' Participation in Management Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing.

Unit 4: Discipline and Grievance Redressal Causes of indiscipline, Maintenance of discipline; Highlights of domestic enquiries; Principle of Natural Justice; Labour turnover; Absenteeism; Meaning of Grievance, Grievance redressal machinery in India, Grievance handling procedure.

Unit 5: Other Labour Enactments: a) The Industrial Disputes Act, 1947: Important Definitions; various Authorities, Procedure, Powers and Duties of Authorities; Strikes and Lock outs, Lay-off, Retrenchment and closure b) The Factories Act, 1948: Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages, other leaves. c) The Code on Wages, 2019: Regulation of Minimum Wages, Payment of wages, payment of bonus

Learning Outcomes: After completing the course, the learners will be able to:

- Explain the evolution and factors influencing industrial relations in changing environment;
- Evaluate the effectiveness of trade unions and factors influencing their growth;
- Examine the effectiveness of workers' participation in management;
- Evaluate the effectiveness of grievance redressal mechanism;
- Analyse industrial disputes and implementation of its legal provisions;

Text Book

- ✓ Malik, P. L. (2018). Handbook of Labour and Industrial Law. Lucknow, Uttar Pradesh: Eastern Book Company.

Reference Book

- ✓ Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). Industrial Relations and Labour Laws. New Delhi: Tata McGraw Hill Education.
- ✓ Padhi, P. K. (2012). Industrial Relations and Labour Law. New Delhi: PHI Learning.
- ✓ Sharma, J. P. (2018). Simplified Approach to Labour Laws. Bhilai, Chhattisgarh: Bharat Law House.
- ✓ Srivastava, S. C. (2012). Industrial Relations and Labour Laws. New Delhi: Vikas Publishing House.
- ✓ Venkataratnam, C. S., & Dhal, M. (2017). Industrial Relations. 2nd Edition. Delhi: OUP India.

Paper – 4.6.2

CB7304: Organisational Conflict and Change Management

Objectives- To expose students to the different concepts, theories and practices of conflicts, Conflict management and change management. To impart conflict management and change management skills and techniques to effectively manage conflicts at the work place and community . The course also provides an overview of the processes by which organizations typically resolve disputes. Students then apply this knowledge to current organizational disputes, designing a conflict analysis and suggested resolution strategies and redesign.

Unit- I: Introduction and Conflict Management Design

Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources. **Conflict Management Design:** Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

Unit- II: Managing Conflict: Managing interpersonal and Organizational conflict

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the CosierSchank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution. **Managing team & organization conflict:** techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

Unit- III: Conflict resolution and Cost; Negotiations and Negotiation Strategies

Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict. **Negotiations/Negotiation strategies** -Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. **Negotiation strategies:** Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation. Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Unit- IV : Organizational Change:

Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

Unit- V : Implementing Change:

Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization. **HR and Technological change:** Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.

Course Outcomes- On successful completion of this course, the student should be able to:

- Students will be able to understand the concept, cause, process and various levels of interpersonal and organizational conflict
- Students will be able to understand how the interpersonal and organizational conflicts are managed and they will learn the various of models of managing conflict in an organization
- Students will be able to calculate the cost an organizations bear due to conflict and learn the various negotiation techniques to solve organizational conflicts
- Students will be able able to understand the concept, types, levels and implications of organizational change
- Students will learn about the ways of implementing the changes in the organization

Text Books Recommended-

- ✓ Rahim, M. A. (2015). Managing Conflict in Organizations. Routledge
- ✓ Samantara, R. Organizational Conflict and Its Management. I. K. International Publishing House Pvt. Ltd.
- ✓ Nilakant, V. and Ramnaryan, S. Managing Organisational Change. Response Books: New Delhi.
- ✓ Pathak, H. Organizational Change, Pearson.
- ✓ Change Management And Organizational Development by Ratan Raina, SAGE Texts
- ✓ Palmer, I. Managing Organizational Change; A Multiple Perspective Approach. McGraw Hill

Reference Books-

- ✓ Prasad, L. M., Organizational Behaviour. Sultan Chand & Sons
- ✓ Senior, B., Swailes, S., & Canall, C. Organizational Change. Pearson.
- ✓ Nelson, D. L., Quick, J. C., & Khandelwal P., ORGB: A South-Asian Perspective, Cengage
- ✓ Robbins, S. P., Judge, T. A., & Vohra, N., Organizational Behaviour: Eighteen Edition. Pearson.

Paper – 4.6.3

CB7306: Human Resource Audit and Human Capital Accounting

Objectives: To provide an understanding of the auditing and accounting procedure of human capital.

Unit 1: Human Resource Audit:

Basics Of Human Resource Audit, Essential Steps in Human Resource Audit, Four Step Approach in Human Resource, Audit as An Improvement Tool, Approaches to Human Resource Audit, Balanced Scorecard, Comprehensive Human Resource Audit, Audit of Employee Turnover, Audit of Labour Laws Compliance, Workplace Compliance: Audit of Safety, Provisions Under the Factories Act, 1948.

Unit 2: Audit of Human Resource Competencies, System, Structure:

Audit Of Human Resource Competencies, Audit of Human Resource Strategies, Audit of Human Resource Systems, Audit of Human Resource Structures, Interview Areas, Dimensions and Questions for Audit of Human Resource Development Systems, Audit of Functional Roles of Human Resources

Unit 3: Return on Investment (ROI) in Human Resource Planning:

Calculation of Return on Investment in Human Resource Planning, Measuring Return on Investment in Human Resource Data & Applications, Other Approaches in Measuring Effectiveness of Human Resource Planning Programme

Unit 4: Human Capital Accounting:

Role of Human Resource Accounting, Uses for Managers and Human Resource Professionals, Uses in Corporate Financial Reporting, Accounting for Human Resource Costs: Concepts and Methods, First-Generation Accounting Systems for Human Resource Costs, Second-Generation Accounting Systems for Human Resource Costs

Unit 5: Accounting for Human Resource Value:

Determining Human Resource Value: Concepts and Theory Monetary Measurement Methods, Nonmonetary Measurement Methods, First-Generation Accounting Systems for Human Resource Value, Second and Third-Generation Accounting Systems for Human Resource Value, Human Resources Recording and Disclosure in Financial Statement, Human Resource Accounting in India.

Course Outcome:

After completion of this paper student will be able to -

- Know the basics of the human resource audit
- Understand the methods and techniques of the human resource audit
- Understand the benefits of human capital accounting
- Learn the various aspects of the human capital accounting

Textbook:

Human Resource Accounting in India- Suresh Kumar Pandey - Lambert Academic Publishing; Human Resource Planning & Audit – Arun Sekhri - Himalaya

Reference Book:

Human Resource Accounting- Devisetti Prabhakar Rao, Inter-India Publications

Specialization (Banking and IT)

Paper- 4.7.1

CB7402: Data Science for Business

Objective:

This course will introduce students to this rapidly growing field and equip them with some of its basic principles and tools as well as its general mind-set. Students will learn concepts, techniques, and tools they need to deal with various facets of data science practices.

Unit1: Introduction:

What is Data Science? - Big Data and Data Science hype – and getting past the hype - Why now? Datafication - Current landscape of perspectives - Skill sets needed

Unit 2: Introduction:

Statistical Inference - Populations and samples - Statistical modeling, probability distributions, fitting a model - Intro to R, Exploratory Data Analysis, and the Data Science Process - Basic tools (plots, graphs, and summary statistics)

Unit3: Machine Learning:

Machine Learning Algorithm and Usage in Applications - Motivating application: Filtering Spam - Why Linear Regression and k-NN are poor choices for Filtering Spam - Naive Bayes and why it works for Filtering Spam -

Unit4: Motivating application:

User (customer) retention - Feature Generation (brainstorming, role of domain expertise, and place for imagination) - Feature Selection algorithms – Filters; Wrappers; Decision Trees; Random Forests

Unit5: Introduction:

Data Science and Ethical Issues - Discussions on privacy, security, and ethics.

Learning Outcomes

At the conclusion of the course, students should be able

- To Describe What Data Science is, and the skill sets needed to be a data scientist. Explain in basic terms what Statistical Inference means. Identify probability distributions commonly used as foundations for statistical modeling. Fit a model to data.
- Use R to carry out basic statistical modeling and analysis.
- Explain the significance of exploratory data analysis (EDA) in data science. Apply basic tools (plots, graphs, summary statistics) to carry out EDA.
- Describe the Data Science Process and how its components interact.
- Identify common approaches used for Feature Generation. Identify basic Feature
- Work effectively (and synergically) in teams on data science projects. •
- Reason around ethical and privacy issues in data science conduct and apply ethical practices.

Textbooks:

Doing Data Science, Straight Talk from The Frontline. Cathy O’Neil and Rachel Schutt, O’Reilly. 2014.

Reference Books:

- Kevin P. Murphy. Machine Learning: A Probabilistic Perspective. ISBN 0262018020. 2013.
- Foster Provost and Tom Fawcett. Data Science for Business: What You Need to Know about Data Mining and Data-analytic Thinking. ISBN 1449361323. 2013.
- Jiawei Han, Micheline Kamber and Jian Pei. Data Mining: Concepts and Techniques, Third Edition. ISBN 0123814790. 2011.

Paper- 4.7.2
CB7404: Forex Management

Objectives: To provide an understanding of the foreign exchange management system and technical analysis of the trend lines in the trade finance.

Unit 1:

Exchange Rate Policies Adopted by Various Countries, Features of International and Indian Forex Markets, Direct and Indirect Rates, Two-Way Quotations, Pips, Spread, Value Dates-Cash, Tom, Spot, Cross Rates, Rupee Based Currencies' Rate Calculation.

Unit 2: Central Banks' Role in Currency Markets, Exchange Position & Funds Position & Gaps, Rate Calculations - Card Rates, Export, Import, Inward & Outward Remittances' Rates, Forward Contract Rates, Forward Rates-Swaps, Forward Contracts-Booking, Cancellation, Early Delivery, Extension

Unit 3:

Treasury Set Up, Dealing Room, Risks in Dealing Room Operations, Risk Limits Like Daylight, Overnight, Stop Loss, Economic Factors Affecting Exchange Rates, Important Data Releases from the U S, Euroland, U K, Japan, and India

Unit 4:

Technical Analysis – Introduction to Trend Lines, Support, Resistance, Reversal Patterns like Double Top, Head and Shoulders and Japanese Candlestick Patterns like Hammer, Shooting Star, Bullish/Bearish Engulfing TRADE FINANCE

Unit 5:

Basic Export Procedures, Import Procedures, Letters of Credit, Negotiation of Documents, UCPDC, Factoring, Forfeiting, External Commercial Borrowings, Syndicated Loans, FCCB, Buyers' Credit

Course Outcome:

After completion of this paper student will be able to -

- Develop Insights about the foreign exchange rate policies
- Present and analyse central bank policies for exchange rate
- Understand the treasury set up
- Develop the skills to analyse trend lines
- Gain Knowledge about the export and import procedures.

Textbook:

- Forex Management- Dr. Paresh Shah, Biztantra publication.

Reference Book:

- Foreign Exchange Management- Esha Sharma, Laxmi Publications

Paper- 4.7.3
CB7406: Banking and Insurance Law

Objectives: To provide an understanding of the different laws prevailing for regulating banking and insurance sector

Unit1: Relationship between banker and customer

legal framework of corporate banking, loan documentation.

Unit2: Law and procedure governing banking instruments

Law for governing the process of cheque, bill of exchange, letter of credit, etc.

Unit3 Lending policies

Risk and profitability planning and legal procedure of lending

Unit4 Law relating to Banking Regulation:

book evidence; recovery of debts due to banks and financial institutions.

Unit5 Insurance Law:

Insurance Regulatory Development Authority Act, law relating to Life Insurance, law relating to general insurance, Structure, power, and function of General Insurance Corporation of India

Course Outcome:

After completion of this paper student will be able to –

- Understand the Relationship between banker and customer
- Know the Law and procedure governing banking instruments
- Understand the Lending policies
- Know the law relating to banking policies
- Gain Knowledge about the prevailing insurance law

Textbook:

Banking Law & Insurance- Sonali Sharma, Singhal law publication

Reference Book:

- Banking and Insurance Law and Practice – Indian Institute of Banking and Finance