UNIVERSITY OF MYSORE
D0S IN COMMERECE
CHOICE BASED CREDIT SYSTEM-2021-2022 BATCH
M.COM. COURSE STRUCTURE AND SYLLABUS

CREDIT PATTERN FOR M.COM DEGREE PROGRAMME

MINIMUM CREDITS REQUIRED FOR M.COM. DEGREE PROGRAMME

I to IV Semesters	Hard Core Course		Soft Core Course		Open Elective Course		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
	11	48	7	28	1	4	19*	80

MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A FCBCS SCHEME TO SUCESSFULLY COMPLETE M.COM. DEGREE IN FOUR SEMESTERS

Semesters	Hard Core Course		Soft Core Course		Open Elective Course		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	4	16	1	4	-	-	5	20
II	3	12	1	4	1	4	5	20
III	2	08	3	12	-	-	5	20
IV	2	12	2	08	-	-	4*	20
TOTAL	11	44	8	32	1	4	19	80

1 SEMESTER

Sl. No.	Title of the Course	Credits			
		L	T	P	Total
Hard Core Papers					
HC01	Accounting Theory	3	1	0	4
HC02	Corporate Governance and Business Ethics	3	1	0	4
HC03	Financial Management	3	1	0	4
HC04	Marketing Management	3	1	0	4
Soft Core Papers					
SC01	Business Policy and Environment*	3	1	0	4
SC02	Statistics for Business Decisions*	3	1	0	4
SC03	Advanced Auditing*	3	1	0	4

*A student can opt either for Soft core paper SC01 or SC02 or SC03

Credits earned: Hard core: 16 Soft core: 4=20

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II SEMESTER

Sl. No.	Title of the Course	Credits			
		L	T	P	Total
Hard Core Papers					
HC05	Capital Market Instruments	3	1	0	4
HC06	Human Resource Management	3	1	0	4
HC07	Organizational Behavior	3	1	0	4
Soft Core Papers					
SC04	Computer Applications in Commerce*	3	1	0	4
SC05	Strategic Management*	3	1	0	4
SC06	Foreign Exchange Management*	3	1	0	4
Open	**Open Elective Paper**				
OE01	Stock Markets and Investment Decisions	3	1	0	4

*A student can opt either for Soft core paper SC004 or SC05 0r SC06

Credits earned: Hard core: 12 +Soft Core: 4+ OE: 4=20

III SEMESTER

Sl. No.	Title of the Course	Number of Credits			
		L	T	P	Total
Hard Core Papers					
HC08	Business Research Methods	3	1	0	4
HC09	International Business	3	1	0	4
Soft Core Papers					
SC07	Management of Social Enterprises*	3	1	0	4
SC08	Portfolio Management*	3	1	0	4
SC09	Entrepreneurship Development*	3	1	0	4
SC10	International Financial Management*	3	1	0	4
SC11	Elective Group A: Business Taxation Paper 1: Indirect Tax Law and Practice**	3	1	0	4
SC12	Elective Group B: Financial Accounting Paper 1:Contemporary Areas of Financial Accounting**	3	1	0	4
SC13	Elective Group C: Financial Management Paper 1: Strategic Financial Management **	3	1	0	4
SC014	Elective Group D: Human Resource Management Paper 1: Strategic Management of Human Resources**	3	1	0	4
SC15	Elective Group E: Management Accounting Paper 1:Marginal Costing and Decision Making**	3	1	0	4

*A student can opt either for Soft core paper SC07 or SC08 or SC09 or SC10

***A student can opt 2 Elective group from Elective Group A, B, C, D & E

Credits earned: Hard core: 8 Soft Core: 12 =20 (8+4+8)

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IV SEMESTER

Sl. No.	Title of the Course	Hard Core/ Soft Core/ Open Elective	Number of Credits			
			L	T	P	Total
Hard Core Papers						
HC10	International Accounting	HC	3	1	0	4
HC11	Dissertation	HC	0	2	6	8
Soft Core Papers						
SC16	Elective Group A: Business Taxation Paper 2: Corporate Tax Law and Planning**	SC	3	1	0	4
SC17	Elective Group B: Financial Accounting Paper 2: International Financial Reporting Standards**	SC	3	1	0	4
SC18	Elective Group C: Financial Management Paper 2: Financial Derivatives**	SC	3	1	0	4
SC19	Elective Group D: Human Resource Management Paper2: International Human Resource Management**	SC	3	1	0	4
SC20	Elective Group E: Management Accounting Paper 2: Cost Management**	SC	3	1	0	4

***A student can opt 2 Elective groups from Elective Group A, B, C, D & E

Credits earned: Hard core: 12 Soft Cores: 08

DISSERTATION

Dissertation Work: A student in the fourth semester shall register for a Dissertation Work which carries 8 credits. Work load for Dissertation Work tutorial class is 2 hour per batch of 8 students per week for the teacher. The student shall do field work and library work in the remaining 6 hours per week. Continuous assessment criteria for Dissertation work include:

Component-I(C 1): Presentation of synopsis and Periodic Progress Reports – 40 Marks

Component- II (C 2): Final Viva-voce (Board of Examiners) – 40 Marks

Component-III (C3): Dissertation Evaluation - 120 Marks.

Total -200 Marks

The Dissertation evaluation is for 120 Marks and the Viva –Voce examination is for 40 Marks. Guidelines for preparation of Dissertation, The Dissertation shall be prepared as per the broad guidelines given below:

The Dissertation evaluation is for 120 Marks and the Viva –Voce examination is for 40 Marks. Guidelines for preparation of Dissertation, The Dissertation shall be prepared as per the broad guidelines given below:

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a) Dissertation shall be typed in Times New Roman with one and half line spacing in 12 Font Size.
b) The size of the Dissertation shall be with a minimum of 40,000 words and a maximum of 50,000 words.
c) Dissertation shall be printed on both sides of the paper.
d) The Dissertation shall be spiral bounded.

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M.COM SYLLABUS
1st SEMESTER

HC01: ACCOUNTING THEORY

1. Course Description

The course provides the coverage of the meaning of accounting theory, its types, approaches to formulate accounting theory; the IASB's conceptual framework; definition, recognition, measurement and disclosure of elements of financial statements; accounting regulation and policy in India

2. Course Objectives

The goal of this course is to provide the knowledge of accounting theory based on conceptual framework of accounting theory and also the critical thinking skills necessary to analyze and interpret accounting related transactions in accordance with accounting theory, and the financial reports generated by the accounting system.

3. Pedagogy:

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

4. Course Contents:

Module 1: **The Meaning of Accounting Theory:** The meaning of accounting theory; relationship with accounting research and practice. Syntactical, semantical and behavioural accounting theories. Approaches to formulation accounting theory. Ownership theories - proprietary, entity and fund theories. Case Study Analysis.

Module 2: **The IASB Framework for the Preparation and Presentation of Financial Statements:** Preface, purpose and scope; Users and their information needs; Objectives of financial statements; Underlying concepts and assumptions; Qualitative characteristics of financial statements; Constraints on relevant and reliable information; Structure and format of financial statements. Physical and financial capital maintenance concepts. Case Study Analysis

Module 3: Definition, Recognition, Measurement and Disclosure of Elements Financial Statements: The concept of revenue and expense; their recognition principles and processes, measurement methods and disclosure issues. Gains and losses from extraordinary items, discontinued operations, effects of changes in accounting principles, and prior period items. Definition of asset, liability and owners' equity; their types and characteristics; their recognition principles, measurement methods and disclosure issues. Problems and Case Study Analysis.

Module 4: **The Framework of Accounting Regulation and Policy:** Need for and evolution of accounting regulation in India**.** Regulatory provisions of accounting in Indian Companies Act. Role of MCA, NFRA, NACAAS, ICAI, SEBI and RBI in framing and enforcing accounting regulation in India. Meaning and objectives of accounting policy. Economic and social consequences of accounting regulation and policies. Analysis of Significant Accounting Policy Statements disclosed by the companies in their annual reports.

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References:

1. Anthony R.N., D.F. Hawkins and K.A. Merchant, *Accounting: Text and Cases* , McGraw Hill, 1999
2. Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, *Financial Accounting Theory and Analysis: Text Readings and Cases*, John Wiley and Sons, 2005.
3. Ahmed RiahiBelkaoui, *Accounting Theory*, Quorm Books, 2000.
4. JawaharLal, *Accounting Theory and Practice*, Himalaya Publishing House, 2008.
5. L.S. Porwal, *Accounting Theory*, TMH, 2000.
6. Thomas R.Dyckman, Charles J Davis, Roland E.Dukes, *Intermidate Accounting,* Irwin McGraw-Hill.
7. Eldon S. Hendriksen, Accounting Theory.
8. www.iasb.org.
9. www.icai.org.
10. www.dca.gov.in

HC02: CORPORATE GOVERNANCE AND BUSINESS ETHICS

1. Course Description:

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

2. Course Objectives:

This subject aims to:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Concept of Corporate Governance: Its importance, Principles of corporate governance, OECD Principles of corporate governance, Theories of corporate governance-Agency theory and stewardship theory, Models of corporate governance around the world, Need for good corporate governance, present scenario and case studies.

Module 2: Corporate Governance and Role of committees in India: Need and Importance of Committee Reports, Emergence of corporate governance, corporate governance committees-Cadbury Committee on corporate governance, 1992, Sarbanes-Oxley Act, 2002, Kumar Mangalam Birla Committee, 1999, Naresh Chandra Committee Report, 2002, Narayana Murthy committee Report, 2003, Dr. J. J. Irani Committee Report on Company Law, 2005, -case studies.

Module 3: Business Ethics: Concept and Importance, Nature and importance of Business ethics, Principles of Business ethics, Arguments for and against business ethics, benefits of

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corporate ethics, techniques to improve ethical conduct of business, Ethics in functional areas of business-marketing, HRM, Accounting and auditing, Finance, etc, ethics and Science and technology, philosophy and culture-managing ethics and legal compliance-case analysis.

Module 4: Corporate Social Responsibility: Corporate crimes-company and society relations, corporate social challenges-corporate accountability-business and ecology-case analysis.

References:

1. Business ethics by L.P. Hartman, Tata Mc Grawhill.
2. Business ethics by W.H.Shaw-(Thomson)7
3. Corporate management and Accountability by L.C. Gupta (Mc Millan Institute for FM and Research, Chennai-1974)
4. Strategic Management by Hill, Ireland and Horkisson (Thomson)
5. Business and society by Keith Davis (Mc Graw Hill)
6. Corporate Governance by Kenneth Kim, John R. Nofsinger, Derek J Mohr, 2010 3/E, Prentice Hall

HC03: FINANCIAL MANAGEMENT

1. Course description:

Financial decision making assumes greater importance in maximising value of an organisation. This course is designed to focus on the analysis of three crucial long term financial decisions- (1) Cash flow measurement, (2) Capital budgeting, (3) Cost of capital and, (4) Capital Structure. Risk analysis of capital budgeting decision is added as a special topic.

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: **Cash Flow Measurement**: Importance – Challenges dependence and independence of cash flows in evaluating projects, Measures of risk and returns. NCF estimation DCF Techniques NPV vs. IRR Conflicts, Fisher's rate of intersection, Multiple IRRs, MIRR, Capital Rationing

Module 2: **Capital Budgeting**: Inflation in capital budgeting, real vs. nominal discount rates. Risk Analysis in Capital Budgeting- Approaches to risk absorption- Expected Net Present Value (ENPV) - Payback method - Risk-Adjusted Discount rate - Use of Normal Distributions - Sensitivity analysis - Measurement of Project Risk- Risk analysis of Project Portfolios.

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Module 3: **Cost of Capital**: Cost of equity – Cost of preferred capital- Cost of debt- Cost of retained earnings – WACC- Marginal cost of capital- The CAPM approach, Adjusting WACC for risk. Long-term financing, Public issue of debt, Preferred stock and Common stock, Term loans.

Module 4: Capital Structures Theories: Traditional view vs MM hypothesis, MM position I &II, Capital structure designing in practice – EBIT- EPS analysis, the pecking order theory. Factors impacting leverage decision

References:

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

HC04: MARKETING MANAGEMENT

1. Course Description:

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

2. Course Objectives:

The objective of this course is to provide the student the knowledge about marketing and its significance and managing them in organisations.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course contents field visits conducting market survey.

4. Course Contents

Module 1: Marketing Concepts and Tools: Meaning and definition of marketing ,marketing concepts, evaluation of marketing concepts and its stages – objectives of marketing – building customer satisfaction, value and retention. Understanding the value philosophy - direct marketing vis-à-vis on-line marketing – major channels of marketing – marketing in 21st century – e-commerce, advantages and disadvantages of direct marketing - de-marketing

Module 2: Marketing Environment: Analysis of needs and trends in macro and micro-environment –classification of macro environment- classification of micro environmental factors. Global environment and Global marketing; Marketing environment of India. Consumer Behaviour – Models of Consumer Behaviour – Online Consumer Behaviour.

Module 3: Market-oriented Strategic Planning - Corporate and division strategic planning – business strategic planning. Marketing Mix, Elements of marketing mix strategy - Stages of New product development. Price or differentiation oriented strategies.

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

References:

1. Philip Kotler, Marketing Management, PHI , New Delhi.
2. Rajan Saxena, Marketing Management, TMH , New Delhi.
3. Stanton, Fundamental s of Marketing, TMH, New Delhi.
4. Gandhi, Marketing: A Managerial introduction, TMH, New Delhi,
5. Marketing: Paul Baines, Chris Fill and Kelly Page, Oxford University Press, 2nd Edition, 2011.

SC01: BUSINESS POLICY AND ENVIRONMENT

1. Course Description:

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

2. Course objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Introduction: Business in a social system; Concept and Nature and significance of business environment, Need to study business environment, Elements of Business Environment- internal environment and external environment- Economic-political-socio-cultural-technological environment; Environmental analysis - Techniques, Government-Business Interface, Changing Dimensions of Indian Business – case studies.

Module 2: Business Ethics: Principles of Business Ethics; Doctrine of trusteeship; unethical practices; good ethics and good business. Social responsibility of business; Doctrine of social responsibility: Rationale of social responsibility; recent trends in Corporate Social Responsibility; Salient features of Competition Act.

Module 3: Business Policy: Importance of business policy-essentials of business policy classification or business policy-Production policy-personnel policy- Financial policy- Marketing Policy-case studies.

Module 4: Globalization and WTO; Make in India policy- objectives and features; Financial inclusion policy; Business incubators- meaning definition; types; services of incubators; stages of

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incubation; Sun-rise sectors of India Economy. Challenges of Indian economy. Recent trends-Anti globalization wave- Reasons; US protectionism policies; Brexit.

References:

1. Awasthappa, K. (2014). Essentials of Business environment. New Delhi: Himalaya Publishing House.
2. Cherunilam, F. (2014). Business Environment: Text and Cases. New Delhi: Himalaya Publishing House.
3. Ghosh, P.K. & Kapoor, G.K. (2000). Business Policy and Environment. New Delhi: S. Chand and Sons.
4. Singh, S. (2013). Environmental Policy in India. New Delhi: IIPA.
5. Rudar Dutt and Sundaram (2005). Indian Economy. New Delhi: S. Chand and Sons.
6. Dasgupta, A. & Sengupta. (1998). Government & Business. New Delhi: Allied Book Agency.
7. Misra, S.K. and Puri, V.K. (2004). Economic Environment of Business. New Delhi: Himalaya Publishing House.

SC02: STATISTICS FOR BUSINESS DECISIONS

1. Course Description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Probability Theory and Theoretical Distributions: Binomial, Poisson and Normal probability distributions- their characteristics and applications in business decisions.

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

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

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

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References:

1. Statistical Methods: S.P. Gupta
2. Statistics: Sanchetti and Kapoor
3. Statistics: Chandan
4. Econometrics: Wonnacott and Wonnacott Wiley Publications
5. Statistical Analysis for Decision Makin: Morris Hamber

SC03: ADVANCED AUDITING

1. Course Description:

This paper is to educate the present auditing practices, conceptual understanding, different terminologies, International Auditing practices, comparison with Indian Auditing practices. To know leading & Top Auditing Firms and its importance, to learn Auditing and Digitalisation, Indian Standards on Auditing (SA), major scams in India and its impact on economy of the Country.

2. Course Objectives:

After completion of the course the students should capable with:

a) To understand the conceptual ideology of auditing and its practices.
b) To know the importance of auditing with different accounting practices.
c) To compare the national auditing practices with international auditing principles.
d) To have a detailed knowledge on Auditing Standards and its uses.
e) To evaluate impact of auditing on the Indian & global economy and its contribution for the economic development.

3. Pedagogy:

The course content is covered class room lecture, students' interaction/seminar, case discussion, major scams and work out the practical insight of auditing issues, challenges as an auditor and also visiting companies for practical exposure. Practical Works: Auditing, Standards, Practice Manuals, Leading and pending cases on auditing issues, on-line auditing methods, proper scrutiny and verification of accounting for best auditing practices.

4. Course Contents:

Module 1: Introduction - Objectives of Auditing, Different Types of Auditing, Auditor - Qualification, Qualities, Rights and Duties, Computerised Environment, Auditing and Digitalisation, Audit Programme, Internal Check and Internal Control. Government Accounting, Professional Accounting, Auditing Boards - GAAS, CAG, PCAOB.

Module 2: Auditing Standards and Audit Procedures

Auditing Standards - Generally Accepted Auditing Standards, Introductory Matters SA 100-199, General Principles and Responsibilities SA 200-299, General Activities SA 1200, Auditor Communications SA 260, Quality Control for an Audit of Financial Statements, Statements SA 220 and Guidance Notes -Case studies.

Audit Procedures - Audit Planning and Risk Assessment SA 300-499, Auditing Internal Control Over Financial Reporting, Audit Procedures in Response to Risks—Nature, Timing, and Extent, Auditor's Responsibilities Regarding Supplemental and Other Information, Concluding Audit Procedures, Post-Audit Matters. Case Studies.

Module-3: Audit Reports - Auditor Reporting SA 700-799, Reporting on Audits of Financial Statements, Other Reporting Topics, Matters Relating to Filings Under Federal Securities Laws, Other Matters Associated with Audits (SA 6101, SA 6105, SA 6110, SA 6115). Standards on Quality Control (SQCs), Standards on Auditing (SAs), Audit Committee and Corporate Governance, Audit of Limited Companies Schedule III of Companies Act 2013,

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Environmental Auditing, Audit Data Analytics, Case Studies - Leading & Top Auditing Firms -Case studies.

Module: 4: Audit Regulation and Laws - CAG Recommendations, Hierarchy of Audit regulations in India, Investigation, Forensic Audit, Peer and Quality Review, Auditing Software - Winman, SAP, Audit related Penalties, Imprisonment and Prosecution, Rethinking of Audit, International Auditing Practices, Comparison with Indian Auditing practices. Indian Standards on Auditing (SA), Major Scams in India and its Impact on Economy of the Country. Case Studies- Kingston Cotton Mill Company 1896, Satyam Scandal/Scam 2008 and 2G Spectrum Scam 2010.

References:

1. A Hand Book of Practical Auditing – by B.N. Tandon, S. Sundharabahu & S Sudharsnam, Publisher: S.Chand Publishing, New Delhi.
2. Advanced Auditing and Professional Ethics – ICAI, https//www.icai.org/Auditing Standard
3. Internal Audit Practice from A to Z, Patrick Onwura Nzechukwu, Book Store, https://bookstore.theiia.org/
4. Advanced Auditing & Professional Ethics, By CA Panakj Garg,
5. Simplified Approach to Advanced Auditing and Professional Ethics by Vikas Oswal
6. https://www.cag.gov.in/content/audit-regulations
7. https://www.aicpa.org/research/standards/auditattest/sas.html
8. https://www.investopedia.com/terms/g/gaas.asp
9. https://www.dummies.com/business/accounting/auditing/generally-accepted-auditing-standards/

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2ND SEMESTER

HC05: CAPITAL MARKET INSTRUMENTS

1. Course Description:

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

2. Course Objectives:

The course intended to equip students an opportunity to understand:

1. Comprehend the role of capital markets
2. Evaluate the various capital markets instruments like Stock, bonds, etc.
3. The basics of new instruments like futures and options.

3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content. Tutorials include writing of assignments, Case study discussions, seminar presentations.

4. Course Contents:

Module 1: Stocks – Valuation - Dividends Growth Model –Bonds and Debentures-Types-Valuation of Bonds and Debentures - Convertible Debentures –Valuation –ADRs, GDRs –Basic features – Benefits to issuing Company –ETFs- Meaning and Importance

Module 2: Innovations in capital markets-Derivatives - Origin, growth and Types of Derivatives – Benefits of Derivatives Market – Criticism of Derivatives

Module 3: Forwards and Futures – Basic features –Classification of Futures- Role of Futures Market – Newspaper Quotes - Pricing of Futures –Futures Market in India.

Module 4: Options- Types of options contracts – Newspaper Quotes - Options payoff Diagrams- Options Market in India –Swaps –Meaning – Currency swaps –Interest Rate Swaps

References:

1. Capital Market Instuments – By G.Kotreshwar, Chandana Publications(2014),Mysore
2. Financial Derivatives – By G.Kotreshwar, Chandana Publications(2014),Mysore
3. Financial Derivatives – By Gupta (PHI)
4. Introduction to Futures and Options Markets – By John Hull (PHI)
5. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
6. Futures and Options – By Edwards and Ma (Mc Graw Hill)

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HC06: HUMAN RESOURCE MANAGEMENT

1. Course Description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Human resource management-Meaning and definition – Objectives - Scope and functions-Operational Functions - Perspective of HRM: linking corporate strategies and policies with HRM department.

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

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

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

References:

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

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HC07: ORGANISATIONAL BEHAVIOUR

1. Course Description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents

Module1: Introduction: Meaning-Definitions and scope of organisational behaviour – Fundamental Concepts of OB – Key elements of OB: people-Organisational structure-technology and environment - Contributing Disciplines to OB-Psychology-Sociology-social psychology-Anthropology- Political science-OB and Management-Comparative roles in organisation-Formal and Informal organisation - Case studies.

Module 2: Foundations of Individual Behaviour: Personal factors, Psychological factors, Organisational factors, Environmental factors - Personality - Personality determinants-Theories of Personality - Perception-meaning and definition, factors influencing perception; Attitudes, formation of attitudes, changing attitudes, attitudes and Job satisfaction; Values, Importance of Values-Sources of Values -Case studies.

Module 3: Motivation: The concept of Motivation-Early Theories of Motivation-Hierarchy of Needs theory-theory X and Theory Y-Hygiene theory-contemporary theories of motivation-ERG Theory-three needs theory-cognitive evaluation theory and others; Work stress, sources of stress, stress Management – Case studies.

Module 4: Foundations of group behaviour: Defining and classifying groups-group process-group tasks-cohesive groups-group dynamics-Leadership-nature and importance-functions styles- Communication: Nature and Types-Effective communication-Roles of Formal and Informal communication-Conflict management-The process of conflict-Types of conflict -Functional and Dysfunctional conflict-Resolution of conflict-Case studies.

References:

1. Organisational Behaviour - Fred Luthans
2. Organisation Theory and Behaviour - V S P Rao and PS Narayana
3. Organisational Behaviour – K. Aswathappa
4. Human Behaviour at Work – Keith Devis
5. Organisational Theory and Behaviour- R. A. Sharma
6. Organisational Psychology – Schein, E.H.

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SC04: COMPUTER APPLICATIONS IN COMMERCE

1. Course Description:

This course is designed to provide knowledge and skills in computer applications in commerce. It focuses on computer applications in Accounting, Finance, Taxation-GST, Statistics and Operations Research.

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Computer Applications in Financial Accounting: Features of Tally ERP.9. Setting up a new company and creating Masters in Tally.ERP9. Data Management, security levels and controls. Technological advantages of Tally.ERP9. Evolution and features of extensible Business Reporting Language (XBRL). XBRL Taxonomy of Ministry of Corporate Affairs. Filling of Financial statements using XBRL Software.

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

Module 3: Computer Applications in Statistical Analysis : Features of SPSS**.** Creating files and data entry in SPSS. Preparation of frequency tables and graphs. Computation and interpretation of Mean, Standard Deviation, Standard Error, Simple and multiple correlation, regression. Analysis of variance. t-Test, Chi-Square Test.

Module 4: Computer Applications in Operations Research: Mathematical formulation of Linear Programming and Integer Programming problems and solving them using computer software.

Computer Lab Practicals:

1. Computation of Present value, future value, Net Present Value using MS Excel.
2. Filing of online application for PAN, TAN.
3. Online submission of Income Tax Returns and Indirect Tax Returns.
4. E-filing of indirect taxes return – GST.
5. Online Banking
6. Online Trading.
7. Completing accounting cycle using Tally ERP 9.
8. Online submission of Financial Statements using XBRL
9. Computation of descriptive statistics, correlation, regression using SPSS.
10. Solving Linear Programming and Integer Programming problems.

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References:

1. Tally.ERP 9 Essentials, 2009, Tally Solutions Pvt. Ltd.
2. Mastering Financial Modeling-Alastair Day
3. www.xbrl.org.
4. www.iasb.org.
5. www.spss.org
6. www.rbi.org.
7. www.incometax.india.gov.in.
8. www. xbrl.icai.org.
9. www.mca.gov.in
10. www. icai.org.
11. www. bse.org. nse.org. sebi.org.
12. Goods and Services Tax –by Dr. H.C. Mehrotra, Prof. V.P. Agarwal, Dr. S.K. Batra, Sahitya Publications Agra.

SC05: STRATEGIC MANAGEMENT

1. Course Description:

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

2. Course objectives:

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

3. Pedagogy:

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

4.Course Contents:

Module 1: Strategic Management: An Introduction - Concept of strategic management - Characteristics of strategic management - Defining strategy, Strategy formulation - Stakeholders in business - Vision, mission and purpose - Business definition, objectives and goals - Environmental appraisal - Types of strategies - Guidelines for crafting successful business strategies, Tailoring strategy to fit specific industry

Module 2: Strategic Analysis and Choice: Environmental Threat and Opportunity Profile(ETOP) - Organizational Capability Profile - Strategic Advantage Profile –Corporate Portfolio Analysis - SWOT Analysis - Synergy and Dysergy - GAPAnalysis - Porter's Five Forces Model of competition - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix

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

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

References:

1. A concept of corporate planning-, Russel Ackoff, Newyork wiley
2. Business policy and strategic management- Tokyo, McGraw hill
3. Strategic Management-Text and Cases- V.S.P. Rao and V. Harikrishna
4. Strategic Management-Azar Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao
7. Strategic Planning Formulation of Corporate Strategy - Ramaswamy
8. Strategic Management, 12th Ed. - Concepts and Cases - Arthur A. Thompson Jr. And A.J.Strickland
9. Management Policy and Strategic Management (Concepts, Skills and Practices) - R.M.Shrivastava
10. Strategic Management – Pearce
11. Strategy & Business Landscape - Pankaj Ghemawat

SC06: FOREIGN EXCHANGE MANAGEMENT

1. Course Description:

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

2. Course Objectives:

The objective of this course is understand the nature and functioning of foreign exchange markets, determination of exchange rates and their forecasting in Indian context. The course enables the students to learn the basic skills required to be part of a foreign exchange division of any financial institution or state department.

3. Pedagogy:

The course is taught through the lecture and discussion mode. Practical exercises including actual calculation of exchange rates as well as interaction with foreign exchange divisions of banks would be part of the learning exercises.

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4. Course Contents:

Module 1: International Monetary System, International Financial Markets-Currency basket, Currency convertibility –on capital account and current account. Foreign exchange reserve, Balance of payments, balance of trade, current account deficit, Need for effective forex management**.**

Module 2: Foreign Exchange Markets and Foreign Exchange Rates , Spot and Forward Foreign Exchange Markets, Quotations and Market Rules, direct and indirect quotes, Hedging tools - Currency Forwards, Currency Options, Currency Futures, Currency Swaps

Module 3: Foreign Exchange Rate Determination, Theories of Exchange Rate Determination, Fundamental International Parity Conditions – Purchasing Power and Interest Rate Parity, Covered Interest Parity, Forecasting Exchange Rates - Technical Forecasting, Time Series Modeling, Fundamental Forecasting.

Module 4: Foreign Exchange Management in India – Forex reserve and its composition, Main provisions of FEMA and FCRA, Conservation of foreign exchange reserves, Rupee payment agreements.

References:

1. Foreign Exchange: Concepts, Practice and Control, C. Jeevanandam, Sulthan Chand and Sons, 2016
2. Foreign Exchange Arithmitic, C.Jeevanandam, Sulthan Chand and Company, 2009
3. Foreign Exchange Management, Esha Sharma, Prime Student, 2015
4. Foreign Exchange Management, Subbulakshmi v, Seethapathi K, Institute of Chartered Financial Analyst, 2004
5. Foreign Trade and Foreign Exchange, O.P. Agarwal and P.K. Chaudhury, Himalaya Publishing House, 2015
6. Practitioner‘s Guide to Foreign Exchange Management, C.A. Sudha and G. Bhushan, Wolters Kluwer, 2016

OE01: STOCK MARKETS AND INVESTEMENT DECISIONS

1. Course Description:

Stock markets are more popular today as they provide a wonderful opportunity to the general public to invest their savings. This course provides the coverage of fundamentals of stock markets, indices, instruments and trading in stocks and shares including Demat accounts.

2. Course Objectives:

The course is designed to meet the expectations of non-commerce graduates and intended to help students to:

1. Comprehend the role of stock markets as an avenue for investments.
2. Understand the different types stock market instruments.
3. Comprehend the basics relating to trading in stocks.
4. Understand the fundamentals of indices. Such as SENSEX and NIFTY.

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3. Pedagogy:

Teaching method comprises of lecture sessions and tutorials. Lecture sessions focus on providing conceptual understanding and analytical setting for select aspects of the course content. Tutorials include writing assignments and visit to stock exchanges.

4. Course Contents:

Module 1: Stock Markets: Meaning-History- Functions of a Stock Exchang- Leading stock exchanges in India-NSE and BSE. Role of SEBI, Investor's Protection, Grievance Redressal.

Module 2: Stock Market Instruments- Short Term and Long Term Instruments, Shares- Types of shares- stocks, Debentures- Debentures-types of debentures- Bonds- Types of bonds- Benefits of investments in stocks, Stock v/s Debenture-Case studies

Module 3: Trading in stock market: Trading Mechanism- PAN Card, Speculation- Types of SpeculationAdvantages and Drawbacks of Speculation - DEMAT Account - Depository Services - NSDL - CSDL Brokers- Brokerage-Settlement Procedure - Case studies.

Module 4: Stock Market Indices: SENSEX, NIFTY, SENSEX S&P - CNX - MID CAP, SMALL CAP, Large CAP, Factors impacting on indices, Recent changes in the Stock Market Volatilities- Case studies.

References:

1. Capital Markets- By Dr. S. Guruswamy, Mcgraw Hill Publications.
2. Capital Market and Investment Management- By Dr. M.S. Khan, S.M. Farisal, Laxmi Publications, first edition.
3. Capital Market Instruments- By Dr. G. Kotreshwar, Chandana Publications, Mysore.
4. Equity Shares, Preferred Shares and Stock Market Indices- By Sunil, Parameswaran, Mcgraw Hill Publications.

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3RD SEMESTER

HC08: BUSINESS RESEARCH METHODS

1. Course Description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

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

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

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

Module 4: Analysis and Presentation: Application of Unvariate, Bivariate and Multivariate methods of Statistical Analysis-Methods of Business Research Report Writing–Language- Referencing-Bibliography.

References:

1. Business Research Methods, William G. Zikmund, The Dryden Press
2. Research for Development: A Practical Guide, Sophie Laws, VISTAAR Publications
3. Methodology in Social Research, Partha Nath Mukherjee, Sage Publications
4. Research Methodology –Concepts and Cases by Seepak Chawla and Neena Sodhi, Vikas Publications.

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HC09: INTERNATIONAL BUSINESS

1. Course Description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

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

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

Module 3: **Multinational Corporations:** Definition-Organizational Structures-Dominance of MNC's and Dominance of MNC's. India as a player in the International market place – its position and prospects. FDI & FII's in India -Code of Conduct-Multinationals in India. - Case Studies.

Module 4: **India in the global setting and globalization of Indian business:** India an Emerging Market-India in the Global Trade- Liberalization and Integration with Global Economy. Foreign Trade Policy 2015-20; Regulation and Promotion of Foreign Trade in India. Export promotion- Organisational set-up; incentives; EOUs, EPZs and SEZs; export houses and trading houses; an evaluation. - Case studies.

References:

1. WTO and Indian Economy : Chadha.G.K :
2. International Business : New Trends : G.S.Batra & R.C.Dangwal
3. Global Marketing Strategies : Jean Pierre & H.David Hennessay
4. International Marketing – Sak Onkvisit and John J. Shaw

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5. International Marketing – Philip Cateora and John Graham
6. International Business – By Roger Bonnet
7. International Business - Michael Zinkata
8. International Business - John d.Daniels
9. International Business – Richard M.Shaffer

SC07: MANAGEMENT OF SOCIAL ENTERPRISES

1. Course Description & Objective:

The course is structured to make the students familiar with the emerging form businesses, often referred to as Social Enterprise or Social Business. The course has a twofold objective – that of invoking the academic interest on social enterprises and of motivating youth to embrace social entrepreneurship as a professional choice. The course is structured to give adequate lead both in academic and professional terms, so that the participants of the course will have clarity in terms of how they need to go ahead if they choose to opt for social entrepreneurship for long time engagement.

2. Pedagogy:

The course work is based on Lecture and Tutorial methods. Case analysis will be extensively used as part of imparting knowledge about the functioning of social enterprises. Students are also expected to visit some social enterprises and make case studies on issues related to their management..

3. Course Contents:

Module 1: **Introduction** - Concept of Social Entrepreneurship, Evolution of Social Enterprises, Economic and Social Rationale, Theoretical Perspectives on Social Enterprises, Social Enterprises in India.

Module 2: Establishment – Resource mobilization – challenges and strategies; Strategy formulation – combining the social agenda with business interest; Legal environment for social enterprises..

Module 3: **Human Resource Management**: Leadership – nature, role and issues of governance; The workforce – finding the right mix of professional competence and social concern, retention strategies, career development

Module 4: Operational Issues: Building the clientele base; Relations with Government and For-profit businesses; Appropriation of surplus; Issues of sustainability, expansion and diversification

References:

1. Understanding Social Enterprise: Theory and Practice, Rory-Ridley Duff and Mike Bull, Sage 2011.
2. Thomas Lyons, Understanding Social Entrepreneurship, Taylor and Francis Group, 2011.

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3. Martin Clark, The Social Entrepreneur Revolution: Doing Good by Making Money, Making Money by Doing Good, Marshal Cavendish Publishers, 2009.
4. Muhammed Yunus, Creating a World without Poverty: Social Businesses and the future of Capitalism, Public Affairs, New York, 2007.
5. Social Enterprise Knowledge Network, Effective Management of Social Enterprises, Harvard University, 2006.
6. Ethical Enterprise and Employment Network, Managing Social Enterprises – from startup to success, CRISIS, UK, 2007
7. Karl Birkholzer, The Role of Social Enterprise in Local Economic Development, EMES, 2009 7. Asian Development Bank, India Social Enterprise Landscape Report, ADB, 2012

SC08: PORTFOLIO MANAGEMENT

1. Course Description:

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

2. Course objectives:

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

3. Pedagogy:

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

4. Course contents:

Module 1: Efficient Market Hypothesis - Random walk, Levels of efficiency – Weak, semi-strong and strong, Techniques for measuring efficiency, Empirical tests. Portfolio analysis, Markowitz risks return optimization. Capital Asset Pricing Model, Index models and Arbitrage pricing theory and multifactor models of risk and return.

Module 2: Fundamental and Technical Analysis- economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies. Market indicators: Forecasting individual stock performance, Techniques, Types of charts, Dow Theory, Relative strength, Contrary opinion, Moving average, Conference index, Trading volume, Concept of depth, breadth and resilience of the market.

Module 3: Portfolio Analysis – Theory and Practices – Risk Analysis – Types of Risks – Risk Management –Diversification of risk – Analysis of risk – Building a balanced portfolio. Characteristics of portfolio – Principles and Practices – Characteristics of Portfolio Analysis – Liquidity Vs. Safety – Income Vs. growth – Short Term and Long Term – Risk Vs. Return – Need for insuring risk to attract stable investors.

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Module 4: Portfolio Performance Evaluation - Mutual funds - Geometric mean return - Sharpe, Treynor and Jensen's performance measures - Optimal portfolio selection – importance of computer data analysis of security analysis and portfolio analysis

References:

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

SC09: ENTREPRENEURSHIP DEVELOPMENT

1. Course Description:

The course will cover the characteristics of and types of entrepreneurs, identifying problems and opportunities, creative problem solving, developing a viable business model and entrepreneurial supporting system etc.

2. Course Objectives:

- To familiarize the students with the concept and overview of entrepreneurship with a view to enhance entrepreneurial talent.
- To impart knowledge on the basics of entrepreneurial skills and competencies to provide the students with necessary inputs for creation of new ventures.
- To explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

3. Pedagogy:

The subject matter will be presented through lecture, classroom discussion, workshops, special lecture programmes from industry experts, case study analysis and industrial visits.

4. Course Contents:

Module-1 **Introduction**: Meaning of entrepreneur - Evolution of the concept - Types of Entrepreneur - Concept of Entrepreneurship Evolution of Entrepreneurship - Theories of Entrepreneurship-Stages in Entrepreneurial Process- Entrepreneurial Competencies- Role of Entrepreneurship in Economic Development- Factors affecting Entrepreneurship-Problems of Entrepreneurship in India.

Module-2 **Establishing Enterprises**: Generating new ideas-Entrepreneurial Motivation-Identifying the Business Opportunities-Business Plan-Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Module -3 **Institutions Supporting System:** Role of Government in promoting Entrepreneurship - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO – Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India- Start-up India-MUDRA Scheme.

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Module -4 **Managing the Enterprise**: Financial Management: Working Capital Management- Financial Planning & Control - Marketing Management: Marketing Plan & Control, CRM – Product Development & Marketing – Production Management: Inventory Control, Productivity, and Break Even Analysis – Human Resource Management: Manpower Planning – Labour Productivity – Industrial Relations.

References:

1. Vasant Desai, The Dynamics'of Entrepreneurial Development and Management, Himalaya Publishing House, 2009.
2. Poornima M. Charantimath, ‗Entrepreneurial Development And Small Business Enterprises‖,Pearson Education Licensee, New Delhi 2006.
3. Matthias Fink, Sascha Kraus, The Management of Small and Medium Enterprises, Routledge Studies in Small Business, 2009
4. S. Nagendra, V.S. Manjunath, "Entrepreneurship and Management‖, Pearson Education Licensee, New Delhi 2011.

SC10: INTERNATIONAL FINANCIAL MANAGEMENT

1. Course Description:

As there has been a significant increase in multinational corporate activities; multinational finance is an added dimension of every advanced course in the area of finance. Hence this course has been designed to highlight the important finance functions of an MNC operating in India.

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module-1:Environment of International Financial Management: Introduction- Multinational Enterprise and MNC financial management- Foreign Exchange Market- Determination of Exchange Rates – International Monetary System- Balance of Payments and International Economic Linkages- Parity Conditions.

Module-2: Foreign Exchange Market: Function and structure of the Forex markets, Foreign exchange market participants, Types of transactions and settlements dates, exchange rate quotations, nominal, real and effective exchange rates and determination of exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-cross rates-arbitrage profit in foreign exchange markets, Swift mechanism. Triangular and locational arbitrage.

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Module- 3: Foreign Exchange Risk Management: Principles of Exposure management – Hedging against foreign exchange exposure – Forward market – Future Market – Options market – Currency Swaps – Interest rate swap – Hedging through currency of invoicing – hedging through mixed currency invoicing – Country risk analysis.

Module- 4: International Capital Budgeting and Multinational Working Capital Management: Concept, Evaluation of a project, Factors affecting, Risk evaluation. Multinational Working Capital Management: Short-Term Financing; Financing Foreign Trade; Current Asset Management for the Multinational.

References:

1. Multinational Financial Management: Shapir,Prentice-Hall of India
2. International Financial Management: Cheol S Eun and Bruce G Resnick
3. Managerial Finances: Weston and Brigham,
4. International Capital Budgeting- Prentice-: Buckly, Hall, India
5. International Finance- Prentice : Buckley, Hall, India
6. International Capital Budgeting: Adrian Buckley

SC11: ELECTIVE GROUP A-BUSINESS TAXATION
PAPER1: INDIRECT TAX LAW AND PRACTICE
GOODS AND SERVICES TAX AND CUSTOMS DUTY

1. Course Description:

This paper is to educate the taxation students about Indian Tax System, its background, and its operation in the global competitive market. The importance and administration of the indirect taxes in the Indian market oriented economy and its role in achieving the objectives of modern welfare government. To evaluate the impact of GST in the present Indian Tax Scenario.

2. Course Objectives:

After completion of this course the students would be able:

- To understand the importance of indirect taxes (GST) in the Indian and global economy and its contribution for the economic development.
- To comprehend the principles of taxations, objectives of taxes and its impact, shifting and incidence process of indirect taxes in market orientated economy.
- To understand the implications of indirect taxes on the taxable capacity consumers, dealers and of the society at large and its changes.
- To make them to be a tax consultant in preparing the tax planning, tax management. Payment of tax and filling of tax returns.
- To understand the impact of GST on Domestic, National and International Trade and educating the students as a tax audit, consultant and mangers.

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3. Pedagogy:

1) Lecture:
2) Tutorial and bridge class (for Non-tax students)
3) Live leading cases pending and deciding in the high court and supreme courts.
4) Practical works: tax planning, tax management, filing of various tax returns and working as consultants or tax adviser for small companies near by dealers and companies relating to GST and Customs

4. Course Contents:

Module 1: Background, History, Constitutional Provision for Indian Tax System, structure of Indian Tax System. Public Finance, Public Expenditure and Public Revenue. Objectives of taxation in the modern welfare government. Comparison between Old and New Tax stream, Different Types of Taxes- Taxes under Indirect Tax Family in India, Tax Reforms and Recent Tax Reforms Committees and its Recommendations and Fiscal Discipline.

Module 2: GST- Constitutional Background of GST, GST Bills, GST- Central and State Financial Relations, Salient Features of GST, GST in Indian Context, Tax Compliance, GST Administrative Structure both at Central and State Level, Advantages and Benefits of GST, Impact of GST on different Stakeholders - Economy, Governments, Manufacturers, Dealers and Consumers. GST-Issues, Challenges and Problems, GST E-Filing Provisions, GSTR Returns - Legal Case Study.

Module 3: Taxes under GST- Levy and Incidence of GST, Rates and Schedules - Types of GST - CGST, SGST, IGST, UTGST. GST on Exports, Imports and SEZ supplies Input Credit, Payment of Taxes, Returns Filling, Assessment and Audit of Accounts under GST, GST Refund, Appeals and Revision, Prosecution and Appellate Tribunals, Problems on GST- State, Impact of GST after Implementation, GST Schedules, Central and Integrated Taxes- Total Income, Tax Liability and Tax Credits - Input and Output Tax- Problems on Computation of GST - Case Studies.

Module 4: Customs Duty: Customs Act-1962 and Rules, Regulations, Circulars and Notifications, Customs Tariff Act, and applicable Rules. Provisions for levy of Customs Duty, Types of Customs Duties, Basic Principles of Classification of Goods and Valuation of Goods, Special Provisions regarding Baggage, Goods Imported or Exported by Post, and Stores. Duty Draw-Back Schemes, Impact of GST on Customs Duty, Illustrative Problems on Customs Duty in respect of GST- Case Studies.

References:

1. Indirect Taxes- Law and Practice: V.S.Datey
2. Karnataka GST Manuals
3. GST Ready Reckoner
4. Bare Acts of Customs, Customs Tariff Acts, GST
5. Public Finance- B. P. Tyagi
6. Public Finance - Prof.H.Doltan
7. GST Bill/Act 2016
8. CST Law and Practice-SS Gupta
9. Basic of GST-Nitya Tax Association Taxman

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10. GST Manual- Taxman Publication
11. Indian GST for Begineers –Jayaram Hiregange and Deepak Rao
12. CA Practical Manuals
13. www.gstindia.com

SC12: ELECTIVE GROUP B - FINANCIAL ACCOUNTING
PAPER-1: CONTEMPORARY AREAS OF FINANCIAL ACCOUNTING

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

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

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

4. Course Contents:

Module 1 : Accounting for the Effects of Price Level Changes : Impact of changing prices on conventional financial statements. Consumer Price Index Numbers as a measure of price level changes. Restatement of financial statements under General Purchasing Power of Accounting and Current Cost Accounting. Concepts of physical and financial capital maintenance.

Module 2: Interim, Segment and Deferred Tax Accounting: Meaning and requirements for recognition, measurement and disclosure for Interim, Segment and Deferred Tax Accounting under Ind.A.S.Problems and Case Studies.

Module 3: Accounting for Goods and Services Tax: Accounting for inward or outward supply of goods and services; Input tax credit availed and claimed, Output tax payable and paid; goods and services imported or exported; Supplies under reverse charge mechanism; Advances paid, received and adjustments made thereto; records of tax invoice, credit notes, debit notes, delivery challan issued or received.

Module 4: Human Resource, Social and Value Added Accounting: Meaning of and approaches to Human Resources accounting, Social accounting and Value Added accounting.
Analysis of human resources, social and value added accounting practices in the annual reports of BSE/NSE listed companies.

References:
1. What Counts: Social Accounting for Non profits and Cooperatives, Laurie Mook, Jack Quarterand Betty Jane Richmond, Sigel Press, London
2. Human Resource Accounting by Flamholtz, Eric, Jossey –Bass, San Fancisco.
3.Accounting Theory: An Introduction by L.S.Porwal, Tata McGraw-Hill Publishing CompanyLtd. New Delhi.
4. www.iasb.org. www.icai.org, www.mca.gov.inwww.rbi.org.

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SC 13 - ELECTIVE GROUP C: FINANCIAL MANAGEMENT
PAPER 1: STRATEGIC FINANCIAL MANAGEMENT

1. Course Description:

Financial decisions need to be aligned with overall corporate strategy. This course is introduced to provide an interface of financial policy and strategic management process mainly focusing on financial restructuring, innovative financing strategies and risk management.

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Financial Policy and Strategic Planning - Changing face of Financial Management - components of financial strategy - objectives and goals - strategic planning process – Corporate strategy, financial policy and shareholder value creation.

Module 2: Expansion and Financial Restructuring: Mergers and Amalgamations-corporate restricting - Types of corporate restructuring-. Synergy from an acquisitions, and sources of synergy, calculating value of firm after acquisition, cost to stockholders from reduction in risk, the NPV of merger, defensive tactics. Takeover and Buyouts

Module 3: Financing Strategy - Hybrid securities namely convertible and non-convertible securities - Deep discount bonds - Secured premium notes - Private equity**.**

Module 4: Risk management – Objectives - Functions of risk management - Risk Identification – Risk Measurement and Evaluation - Risk Control – Insurance and Financial Derivatives - importance of risk management.

References:

1. An introduction to strategic Financial Management: Allen D. CIMA/ Kogan page, London.
2. Financial Theory and corporate policy: Copeland T.E and J D Weston Addision westerly, NY.
3. Financial Decision Making: Hamton Jone, PHI, New Delhi.
4. The Essence of mergers and Acquisitions: Sudarsanm, PS: prentice Hall of India, Hall.
5. Strategic Financial Management: Prasanna Chandra.

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SC14 - ELECTIVE GROUP D: HUMANRESOURCE MANAGEMENT
PAPER1: STRATEGIC MANAGEMENT OF HUMAN RESOURCES

1. Course Description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Strategic role of HRM, planning and implementing strategic HR policies, HR strategies to increase firm performance, Investment perspectives of HR- Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, non-traditional investment approaches.

Module 2: Managing strategic organizational renewal- managing change and OD, instituting TQM programmes, creating team based organizations, HRE and BPR, flexible work arrangement- establishing strategic pay plans, determining period, establishing period, pricing managerial and professional jobs, compensation trends, objectives of international compensation, Approaches to international compensation, issues related to double taxation, cases**.**

Module 3: Managing Global Human Resources- HR and the internationlisation of business, improving international assignments through selections, training and maintaining international employees, developing international staff and multi-national teams.

Module 4: Multi-national, global and transnational strategies, strategic alliances, sustainable global competitive advantage, globally competent managers location and production facilities- Repatriation process, - Case Studies.

References:

1. Gary Deshler, - Human Resource Management, PHI, NewDelhi- 2003.
2. Charles R. Greer, Strategic Human Resource Management , Pearson Education, 2003.
3. Luis R., GOMEZ Mejia, David B., Balkin, Robert L. Cardy, Managing Human Resources, PHI- 2001.
4. Peter j. Dowling, Denice E. Walch, Randell S. Schuler, International Human Resource Management Thomson south – western 2002.

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SC15 - ELECTIVE GROUP E: MANAGEMENT ACCOUNTING
PAPER 1: MARGINAL COSTING AND DECISION MAKING

1. Course Description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Introduction: Meaning- terminology- Scope & Concepts- Cost Behavior Analysis- Break Even Analysis- Approaches of Break Even Analysis in relation to cost & revenue. Factors- Multi-product Break Even Analysis- Assumptions Underlying Break Even Analysis- Limitations of Break Even Analysis- Case Studies.

Module 2: Contribution Concepts & Sort term Profitability Analysis: Profitability Analysis Under Constrained Conditions- Profit- Volume Ratio & its Uses- Profit Volume Graphs – Case Studies.

Module 3: Marginal Costing & Managerial Decisions: Profit Planning- Pricing Decision – Production Decision – Make and Buy Decision Joint & By-product Decision – Distribution Cost Analysis- Case Studies.

Module 4: Standard Costing: Objectives-Principles-Determination of Standards for Material-Labor-Direct Expenses & Overhead Costs-Variable and Fixed Costs-Case Studies.Variance Analyses**:** Material, Labor, and Overhead Variances-sales & Profit Variances-Disposition of Variances-Assessing the Significance of Standard Cost Variance-Standard Cost Accounting-Case Studies.

References:

1. Management Accountancy: J. Batty : ELBS
2. Cost Accounting- A Manorial Emphasis: C.T.Horngel :
3. Cost Analysis for Management Decisions: M.R.S. Murthy : Tata Mc Graw Hill
4. A Dictionary of Managerial Finance, G. Kotreshwar, Chandana Publications(2014), Mysore

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4TH SEMESTER

HC10: INTERNATIONAL ACCOUNTING

1. Course Description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: **Financial Reporting at the International Level**: Definition and scope of international accounting; Factors influencing diversity in accounting practices at international level and its effects.Diverse roles of accounting in countries.Case study analysis.

Module 2 : **Harmonization and Standardization at International Level:** Meaning of and Rationale for harmonisation. Pressures for and obstacles to harmonisation.Meaning of standardisation.International Financial Reporting Standards.IFRS adoption or convergence in countries around the world.Role of IASB, IFAC, IOSCO, and U.N. in international accounting harmonisation and standardisation.

Module 3: **Accounting for Foreign Exchange Rate Fluctuations**: An overview of foreign currency markets and exchange rates. Accounting for spot and forward foreign currency transactions. Foreign currency translation methods- current rate method, current/non-current method, monetary/non-monetary method and temporal method. IFRS on foreign currency exchange accounting. Problems and Case study analysis.

Module 4: **International Transfer Pricing:** Evolution,meaning and objectives of transfer pricing. Major stakeholders affected by transfer pricing policies. Transfer pricing methods. Problems and Case study analysis.

References:

1.International Accounting by ShirinRathore, Prentice-Hall of India, New Delhi.
2.International Accounting: A User Perspective by ShahrokhM.Saudagaran, South-Western Thomson Learning.
3.Finanical Reporting : An Accounting Revolution by W.H.Beaver, Prentice-Hall, Englewood Cliffs, NJ.
3.ifrs.org. un.org, iosco.org, ifac.org.
The Economic Times, The Business Line and Financial Express daily papers.
Journals on International Accounting.
Websites: www.iasb.org. www.worldbank.org. www.unctad.org. etc,.w.w.w.xbrl.org.

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SC 16 - ELECTIVE GROUP A: BUSINESS TAXATION
PAPER 1: CORPORATE TAX LAW AND PLANNING

1. Course Description:

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

2. Course Objectives:

This course is intended to enable the students to :

1. Understand the incidence based and residential status of the companies.
2. Understand the deferent types of companies under corporate income tax act.
3. Understand the different sources of income for corporate assessees.
4. Analyse the basic principal of tax planning to reduce the tax burden of the company
5. Understand the role of tax consultant relating to TDS, Advance payment of Tax, remittance of corporate income tax, preparation of various Forms.

3. Pedagogy:

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

4. Course Contents:

Module 1: Introduction: Definition of Company, Features and Types of Company - Indian Company, Domestic Company, Foreign Company, Widely-Held Company, Closely-Held Company. Residential Status, Tax Incidence, Corporate Tax Policy, Corporate Tax Revenue and Expenditure, MoR Statistics.

Module 2: Computation of Taxable Income- Computation of taxable income under different heads of income - House property, Profit and Gain from Business or Profession, Capital Gain (Recent Provisions) and Income from Other Sources, Treatment of Corporate Loss, Carry Forward and Set-off of Losses. Deductions, Exemptions and Concisions from Gross Total Income, Sec-115JB - Minimum Alternative Tax, its importance and objectives. Simple calculation on Book Profit calculations-Case Studies.

Module 3:Tax Planning- Tax Avoidance and Tax Evasion, Mc. Dowell's Case, Tax planning with Dividend Policy- Bonus Shares, Tax Planning, Tax Management, Tax Planning with reference to specific managerial decisions- Make or Buy, Own or Lease, Purchase by Installment or by Hire, Repair, Replace, Renewal or Renovation, Shut Down or Continue, International Taxation - Domestic Tax v/s International Tax, DTAA-Case studies.

Module 4: Procedure for assessment- Assessment Types, Hierarchy of Tax Authority, Deduction of Tax at Source (TDS) and Collection of Tax at Source (TCS), Remittance of Tax, Advance Payment of Tax (APT), Tax Returns, Refunds, Appeals and Revisions, Duties and

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Responsibilities of TDS Officer, Preparation and Issue of different forms for tax collection. FORM-16 and FORM-C etc.,-Case Studies.

References:

1. Direct Taxes: H.C. Mehrotra and Dr.S.P.GoyalSahitya Bhavn New Delhi.
2. Direct Taxes law and practice: Bhagavathi Prasad, VishvaPrakashana, New Delhi.
3. Direct Taxes Aggarval P.K "Tax Planning for Companies" Hind Law Publishers, New Delhi.
4. Corporate Tax Planning and Management: Lakhotia, Vision Publishers.
5. Taxman's Direct Tax Laws and Practice: Dr.Vinod K Singhania and KapilSingania Taxman's Publications(p)Ltd., New Delhi.

SC 17 -ELECTIVE GROUP B: FINANCIAL ACCOUNTING
PAPER 2: INTERNATIONAL FINANCIAL REPORTING STANDARDS

Course Description:

The International Financial Reporting Standards (IFRS) issued by International Accounting Standards Board (IASB) are gaining recognition as Global Reporting Standards. This course is designed to provide a deeper understanding of International Financial Reporting Standards issued by IASB.

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: International Financial Reporting Standards (IFRS): The structure, vision and mission of IASB. The IFRS setting process.The IFRS adoption or convergence in countries around the world. IFRS Conceptual Framework for Financial Reporting

Module 2: Requirements of recognition, measurement and disclosure under IFRS 1 to 6: First Time Adoption of IFRS; Share Based Payment;Business Combinations; Non-current assets held for sale and discontinued operation; Exploration for and evaluation of mineral resources; Case study analysis.

Module 3: Requirements of recognition, measurement and disclosure under IFRS 7to 11 : Financial Instruments Disclosures; Operating Segments; Financial Instruments; Consolidated Financial Statements, Joint Arrangements. Case study analysis.

Module 4: Requirements of recognition, measurement and disclosure under IFRS 12 to 17 : Disclosure of interests; Fair value measurement; Regulatory Deferral Accounts;

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Revenue from contacts with customers; Leases; and Insurance contracts. Case study analysis

References:

1. IFRS Part A and Part B, Taxmann Publications Pvt. Ltd., New Delhi, 2011.
2. IFRS: A Practical Approach by Jasmine Kaur, Tata McGraw Hill Education Private Ltd., New Delhi, 2011.
3. Wiley IFRS 2010: Interpretation and Application of International Financial Reporting Standards, by Barry J. Epstein, Eva K. Jermakowicz , John Wiley Publications, 2010
4. Financial Accounting: IFRS Edition, 1st Edition by Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso,John Wiley Publications, 2010.
5. The Vest Pocket IFRS by Steven M. Bragg by John Wiley Publications, 2010
6. www. iasb.org
7. www.mca.gov.in
8. www.icai.org
9. www.globalreporting.org.

SC 18 -ELECTIVE GROUP C: FINANCIAL MANAGEMENT
PAPER 2: FINANCIAL DERIVATIVES

1. Course description:

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

2. Course Objectives:

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

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

3. Pedagogy:

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

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4. Course Contents:

Module 1: Introduction to Derivatives: forwards, Futures, options, swaps, trading mechanisms, Exchanges, Clearing house - structure and operations, regulatory framework, Floor brokers, Initiating trade, and Liquidating or Future position, Initial margins, Variation margins

Module 2 : Future and Forward Contracts: Structure of future and forward contracts, financial futures, Valuation of forward and future prices, Stock index futures, Valuation of stock index futures, Index futures, heading using stock index future contracts, Adjusting Beta of a portfolio using stock. Interest rate futures and currency futures.

Module 3: Options: Trading in Options – factors impacting Option Prices - Pricing of Options. Models of valuation; Binomial and Black-Scholes model Option pricing: The Greeks.

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

References:

1. Introduction to Futures and Options Markets – By John Hull (PHI)
2. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
3. Futures and Options – By Edwards and Ma (Mc Graw Hill)
4. Investments – William Sharpe and others; Bowdie and others
5. Futures and Options by Vohra and Bagri

SC 19-ELECTIVE GROUP D: HUMAN RESOURCE MANAGEMENT
PAPER 2: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

1. Course description:

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

2. Course Objectives:

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

3. Pedagogy:

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

4. Course Contents:

Module 1: Nature of international Human Resource Management (HRM) -Approaches to HRM differences between Domestic HRM and IHRM.-challenges of globalization and managing Human Resources. Role of information technology in IHRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, and 5P Model European Model. Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM.

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Module 2: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM. Human Resource Planning in HRM: recruitment and selection issues in staff- selection of expatriates. Training and development - expatriate training - developing international staff and multinational teams-Counseling of expatriate family.

Module 3: Performance Management: Factors associated with individual performance and appraisal criteria used for performance appraisal of international employees –appraisal of host country nationals. Compensation -objectives of international compensation - approaches of international compensation. Issues and challenges in international performance management, country specific performance management practices.

Module 4: Expatriate Failure: Causes of failure, Repatriation-Repatriation process. Labor relations-Key issues in international relations –strategic choices before firms-strategic choices before unions-union tactics

References:

1, International Human Resource management –Pipparely, paperback 201l.
2. Principles of HRM—George W. BOhalandar Scott.A Snell. November, 2016.
3. Fundamentals of HRM , Person , Garry dessler, October, 2016.
4. HRM , John M.Ivancevich, Indian Edition.
5. Human Resource Development, D.K. Bhattacharya, Himalaya publishing house , 2015.

SC20 - ELECTIVE GROUP E: MANAGEMENT ACCOUNTING

PAPER 2: COST MANAGEMENT

1. Course Description:

This course provides the coverage of a broader framework of various tools and strategies used for cost management and control.

2. Course Objectives:

The course is aimed at helping the students to:

(i). Understand the scope and need for cost control and management.
(ii) . Familiarize themselves with the basic cost control and management tools.,
(iii). Understand the importance of statistical tools and operation research in cost control and management.

3. **Pedagogy:**

Course activities consist of lectures, case study analysis, group discussions, seminar presentation, assignment writing and tests.

4. Course Contents:

Module 1: Cost Management-Nature; Cost Management System; Cost Management ; Components of CM. Activity-Based Management [ABM]: Concept and Uses; Relationship between Activity – Based Costing and ABM; Operational ABM and Strategic ABM; Techniques of ABM; Implementation Steps in ABM.

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Module 2: Pricing Strategies- Factors Influencing Pricing Decisions; Short run Vs. Long Run Pricing Strategy; Cost-Based Pricing; Economic Approach to Pricing; Pareto Analysis in Pricing Decisions. Activity-Based- Budgeting (ABB): ABB and Traditional Budgeting; ABB Process; Capacity Utilization; Role of ABB in Cost Management.

Module 3: Designing Costing Systems for Job and Process Oriented manufacturing environments – Cost Estimation and Regression Analysis – and cost volume profit Analysis.

Module 4: Application of Operation Research and Statistical Tools in cost management: Linear Programming, Network Analysis, Assignment, Transportation and Time Series Analysis- Time series analysis including moving totals and averages.

References:

1. Cost Management : A strategic Emphasis, Blocher,Chen,Lin Mc Graw Hill
2. Welsh, Glenn A. : Profit, Planning and Control(prentice Hall)
3. Standard Costing : J. Batty
4. Cost Analysis for Management Decisions: M.R.S. Murthy , Tata Mc Graw Hill
5. Managerial Accounting : Calvin Engler, Irwin Publication
6. Cost Accounting A Managerual Emphasis: Charles T Horngren, Srikant, PHI.
7. Advanced Management Accounting: Robert S Kaplan Anthony A. Alkinson Prentice Hall of India, New Delhi
8. Management & Cost Accounting : Cohn Drury International Thomson Business Press
9. Principles & Practices of Cost Accounting : Ashish K. Bhattacharya A. H. Wheeler publisher
10. Quantitative Techniques in Management: N.D. Vohra Tata McGraw Hill Book Co. Ltd.
11. Cost Management strategy for business decision: Ronald Hilton and Michal Maher, 3rd Editions, Macgraw Hill.

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