

**UNIVERSITY OF MYSORE**

**DOS IN COMMERECE**

**CHOICE BASED CREDIT SYSTEM-2013-2014**

**M.COM. COURSE STRUCTURE AND SYLLABUS**

**MINIMUM CREDITS REQUIRED FOR M.COM. DEGREE**

<b>I to IV Semesters</b>	<b>HARD CORE COURSE</b>		<b>SOFT CORE COURSE</b>		<b>OPEN ELECTIVE COURSE</b>		<b>TOTAL</b>	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
	11	44	6	24	2	8	19	76

**MINIMUM CREDITS TO BE REGISTERED BY A STUDENT IN A NORMAL PHASE  
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	2	8	1	4	5	20
IV	2	08	2	8	-	-	4	16
TOTAL	11	44	6	24	2	8	19	76

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

Semesters	HARD CORE COURSE		SOFT CORE COURSE		OPEN ELECTIVE COURSE		TOTAL	
	Numbers	Credits	Numbers	Credits	Numbers	Credits	Numbers	Credits
ODD	6	24	3	12	1	4	10	40
EVEN	5	20	3	12	1	4	09	36
TOTAL	11	44	6	24	2	8	19	76

### ODD SEMESTERS-M.COM.

Sl. No.	Title of the Course	Hard Core/ Soft Core/ Open Elective	Number of Credits			
			L	T	P	Total
HC01	Accounting Theory	HC	3	1	0	4
HC02	Corporate Governance	HC	3	1	0	4
HC03	Financial Management	HC	3	1	0	4
HC04	Marketing Management	HC	3	1	0	4
HC05	Business Research Methods	HC	3	1	0	4
HC06	International Business	HC	3	1	0	4
SC01	Business Policy and Environment	SC	3	1	0	4
SC02	Statistics for Business Decisions	SC	3	1	0	4
SC03	Management of Non-Profit Organizations	SC	3	1	0	4
SC04	Portfolio Management	SC	3	1	0	4
SC05	Elective Group A: Agri- Risk Management Paper:1 Agri- Commodity Derivatives	SC	3	1	0	4
SC06	Elective Group B: Business Taxation Paper 1: Indirect Tax Law and Practice	SC	3	1	0	4
SC07	Elective Group C: Financial Accounting Paper 1:Contemporary Areas of Financial Accounting	SC	3	1	0	4
SC08	Elective Group D: Financial Management Paper 1: Futures, Options and Swaps	SC	3	1	0	4
SC09	Elective Group E: Human Resource Management Paper 1: Strategic Management of Human Resources	SC	3	1	0	4
SC10	Elective Group F: Management Accounting Paper 1:Marginal Costing and Decision Making	SC	3	1	0	4
OE01	Personal Financial Planning	OE	3	1	0	4

EVEN SEMESTERS-M.COM.

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

**Elective Groups:**

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

**Project Work:**

A student in the fourth semester shall register for a Project Work which carries 4 credits. Work load for Project Work tutorial class is 1 hour per batch of 6 students per week for the teacher. The student shall do field work and library work in the remaining 3 hours per week. Continuous assessment criteria for major project work include:

Component-I(C<sub>1</sub>): Periodic Progress and Progress Reports – 15 Marks

Component- II (C<sub>2</sub>): Results of Work and Draft Report – 15 Marks

Component-III (C3): Final Viva-voce and Project Report Evaluation- 70 Marks.  
The Project Report evaluation is for 50 Marks and the Viva –Voce examination is for 20 Marks.

**Guidelines for preparation of Project Report**

The project report shall be prepared as per the broad guidelines given below:

- a. Project Report shall be typed in Times New Roman with one and half line spacing in 12 Font Size.
- b. The size of the Project Report shall be with a minimum of 25,000 words and a maximum of 40,000 words.
- c. Project Report shall be printed on both sides of the paper.
- d. The Project Report shall be spiral bounded.

**Continuous Assessment:**

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

	C <sub>1</sub>	C <sub>2</sub>	
Week	1 <sup>st</sup> Week to 8 <sup>th</sup> Week	9 <sup>th</sup> Week to 16 <sup>th</sup> Week	Total
Marks	15	15	30

**Continuous Assessment Criteria:**

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

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

**M.COM SYLLABUS  
ODD 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.

## References:

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

## **HC02: CORPORATE GOVERNANCE**

### **1. Course Description:**

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

### **2. Course Objectives:** This subject aims to:

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

### **3. Pedagogy:**

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

### **4. Course Contents:**

- Module 1: Concept of Corporate Governance:** Its importance-corporate governance and Agency theory-benefits of good corporate governance-present scenario-case studies.
- Module 2: Corporate Ethics:** Concept and Importance –benefits of corporate ethics-corporate philosophy and culture-managing ethics and legal compliance-case analysis.
- Module 3: Corporate Social Responsibility:** Corporate crimes-company and society relations-corporate social challenges-corporate accountability-business and ecology-case analysis.
- Module 4: Corporate Governance in India:** Reforming BOD- Birla Committee-Naresh Chandra Committee-Narayana murthy committee-Audit committee-Corporate governance code-The future scenario-case studies.

## References:

1. Business ethics by L.P. Hartman, Tata Mc Grawhill.
2. Business ethics by W.H.Shaw-(Thomson)
3. Corporate management and Accountability by L.C. Gupta (Mc Millan Institute for FM and Research, Chennai-1974)

4. Strategic Management by Hill, Ireland and Horkisson (Thomson)
5. Business and society by Keith Davis (Mc Graw Hill)

### **HC03: FINANCIAL MANAGEMENT**

#### **1. Course Description:**

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

#### **2. Course Objectives:**

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

#### **3. Pedagogy:**

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

#### **4. Course Contents:**

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

**Module 2: Capital Budgeting Decisions:** Appraisal criteria for capital budgeting decisions - NPV Vs IRR.- Multiple IRRs - Capital Rationing – Risk Analysis in Capital Budgeting – Measurement of Risk – Project variance – Expected NPV.

**Module 3: Capital Structure and Dividend Decision:** Capital structure theories-NI, NOI, traditional and M-M theories - Cost of Capital - Computation of cost of equity, retained earnings, preference capital and debt- weighted average cost of capital .

Dividend Decision : Determinants of dividend policy – types of dividends - dividend models – Walter’s model – Gordon’s model – Modigliani and Miller’s model .

**Module 4: Working Capital Management:** Meaning and Objectives of WC Mgt. - Management of cash - Baumol and Miller Orr Models – Mgt. of receivables – Credit Policy variables - Mgt. of Inventory – Optimal investment in Inventory – EOQ Model..

#### **References:**

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

## **HC04: MARKETING MANAGEMENT**

### **1. Course Description:**

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

### **2. Course objective:**

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

### **3. Pedagogy:**

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

### **4. Course Contents:**

- Module 1: Marketing Concepts and Tools:** Meaning and definition of marketing –scope of marketing-core marketing concepts –evaluation of marketing concepts and its stages – objectives of marketing – building customer satisfaction, value and retention. Direct marketing vis-à-vis on-line marketing – major channels of direct marketing – marketing in 21<sup>st</sup> century – e-commerce, advantages and disadvantages of direct marketing and on-line marketing.
- Module 2: Scanning the Marketing Environment:** Analysis of needs and trends in macro-environment –classification of macro environment- classification of macro environmental factors.
- Module 3: Market-oriented Strategic Planning** - corporate and division strategic planning – business strategic planning.
- Module 4: Developing Marketing Strategies** - positioning the product, differentiation tools, developing the positioning strategies, product life cycle, marketing strategies, designing competitive strategies. Product line decisions, brand decisions, pricing decisions, promotion decisions, channel decisions.

### **References:**

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



## **HC05: BUSINESS RESEARCH METHODS**

### **1. Course Description:**

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

### **2. Course Objective:**

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

### **3. Pedagogy:**

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

### **4. Course Content:**

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

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

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

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

### **References:**

1. Business Research Methods, William G. Zikmund, The Dryden Press
2. Research for Development: A Practical Guide, Sophie Laws, VISTAAR Publications
3. Methodology in Social Research, Partha Nath Mukherjee, Sage Publications

## **HC06: INTERNATIONAL BUSINESS**

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

**2. Course Objectives:**

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

**3. Pedagogy:**

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

**4. Course Contents:**

- Module 1: Introduction:** International Marketing-Trends in International Trade-Reasons for Going International-Global Sourcing and Production Sharing-International Orientations-Internationalization Stages and Orientations-Growing Economic Power of Developing Countries-International Business Decision-Case Studies.
- Module 2: International Business Environment:** Trading Environment-Commodity Agreements-Castes-State Trading-Trading Blocks and Growing Intra-Regional Trade-Other Regional Groupings-SAARC-GATT/WTO and Trade Liberalization-The Uruguay Round-Evaluation-UNCTAI.
- Module 3: Multinational Corporations:** Definition-Organizational Structures-Dominance of MNC's-Recent Trends-Code of Conduct-Multinationals in India-Case Studies.
- Module 4: India in the Global Setting:** India an Emerging Market-India in the Global Trade-Liberalization and Integration with Global Economy-Obstacles in Globalization-Factors Favoring Globalization-Globalization Strategies. Trade Policy and Regulation in India: Trade Strategies-Trade Strategy of India-Export-Import Policy-Regulation and Promotion of Foreign Trade in India-Case studies.

**References:**

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

## **SC01: BUSINESS POLICY AND ENVIRONMENT**

### **1. Course Description:**

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

### **2. Course objective:**

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

### **3. Pedagogy:**

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

### **4. Course Contents:**

- Module 1: Introduction:** Business in a social system; business and economic system; Business objectives; internal environment and external environment.
- Module 2: Business Ethics:** Principles of Business Ethics; Doctrine of trusteeship; unethical practices; good ethics and good business. Social responsibility of business; Doctrine of social responsibility; Rationale of social responsibility; control of monopoly and restrictive and unfair trade practices.
- Module 3: Business Environment:** Business in a social system-internal environment or business-external environment-Economic-political-socio-cultural-technological environment – case studies.
- Module 4: Business Policy:** Importance of business policy-essentials of business policy-classification or business policy-Production policy-personnel policy- Financial policy-Marketing Policy-case studies.

### **References:**

1. A concept of corporate planning-, Russel Ackoff, Newyork wiley
2. Business policy and strategic management- Tokyo, McGraw hill
3. Strategic Management-Text and Cases- V.S.P. Rao and V. Harikrishna
4. Strategic Management-Azar Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao.

## **SC02: STATISTICS FOR BUSINESS DECISIONS**

### **1. Course Description:**

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

### **2. Course Objectives:**

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

### **3. Pedagogy:**

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

### **4. Course Contents:**

- Module 1: Probability:** Meaning, terminology, types and rules. Random variables and use of expected value in decision making. Binomial, Poisson and Normal probability distributions- their characteristics and applications in business decisions.
- Module 2: Sampling:** Meaning of sample and population. Probability and non-probability methods of sampling. Use of random digits to choose random samples. Sampling from normal and non-normal populations. The Central limit theorem. Use of sampling in business decisions
- Module 3: Time Series Analysis :** Variations in time series. Cyclical, seasonal and irregular variations. Trend analysis. Application of time series analysis in forecasting.
- Module 4: Multivariate Analysis:** Multiple regression and correlation analysis. Analysis of Variance. Application of multivariate analysis in business decisions. Using Statistical Package for Social Sciences (SPSS) to solve problems.

### **References:**

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

## **SC03: MANAGEMENT OF NONPROFIT ORGANISATIONS**

### **1. Course Description:**

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

### **2. Course Objective:**

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

### **3. Pedagogy:**

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

### **4. Course Content:**

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

**Module 2: Accounting & Finance** – Financial reporting in nonprofits; Distinct needs of nonprofit accounting; Sources of funds and their implications; Basic tenets of fund management in nonprofits

**Module 3: Human Resource Management** – Volunteers & Staff, Critical issues of compensation, quality and retention, Training and development, Incentives and Motivation

**Module 4: Governance and Professionalism** – Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality

### **References:**

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

## **SC04: PORTFOLIO MANAGEMENT**

### **1. Course Description:**

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

### **2. Course objectives:**

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

### **3. Pedagogy:**

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

### **4. Course contents:**

**Module 1: Efficient Market Hypothesis** - Random walk, Levels of efficiency – Weak, semi-strong and strong, Techniques for measuring efficiency, Empirical tests. Portfolio analysis, Markowitz risks return optimization

**Module 2: Economic Analysis** - Economic and industry analysis - Economic forecasting and stock investment decisions - Industry analysis - Industry lifecycle - Company analysis- Forecasting company earnings - Valuation of companies - Regression and correlation analysis in forecasting revenues and expenses - Applied stock valuation –Bond analysis and valuation.

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

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

### **References:**

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

**ELECTIVE GROUPS**  
**GROUP A: ARI-RISK MANAGEMENT**

**Paper-1**

**SC05: AGRI- COMMODITY DERIVATIVES**

**1. Course Description**

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

**2. Course Objectives:**

The principal objectives of the course are to enable students:

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

**3. Pedagogy:**

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

**4. Contents:**

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

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

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

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

**References**

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

## **GROUP B: BUSINESS TAXATION**

### **Paper-1**

#### **SC06: INDIRECT TAX LAW AND PRACTICE**

##### **1. Course Description:**

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

##### **2. Course Objectives:**

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

##### **3. Pedagogy:**

1. Lecture
2. Tutorial
3. case study

##### **4. Course Contents:**

- Modul-1:** **Excise Duty:** Nature of Excise Duty-Definitions-Basis of Duty Payable-Basis of Assessable Value-Transaction Value as Assessable Value-Inclusions in and Exclusions from Transaction Value-Valuation Rules to Determine Assessable Value-Sale to a Related Person. Excise Duty on Small Scale Industries.
- Module-2:** **Value Added Tax:** Concept of value added. Cascading Effect of Taxes CENVAT, Cascading Effect of Taxes: CENVAT on Inputs-CENVAT on Capital Goods- Dealers' Invoice for CENVAT. Exemptions from Excise Duty- Payment of Duty>Returns-Assessment-Recovery and Refunds Administrative Set Up of Central Excise,
- Modul-3:** **Customs Duty:** Customs Act, 1962 and the related Rules, Circulars and Notifications; Customs Tariff Act, 1975 and the related Rules. Principles governing levy of customs duty, types of duty including protective duty, safeguard duty, countervailing duty and anti-dumping duty and exemption from customs duties. Basic principles of classification of goods and valuation of goods. Customs authorities, appointment of customs ports, warehousing stations. Provisions governing conveyance, importation and exportation of goods, special provisions regarding baggage, goods imported or exported by post, and stores.
- Modul-4:** **Service Tax :**Scope of Service Tax-Taxable Service- Administration of the Act-Exemptions from Service Tax-Rate of Service Tax- Computation of Service Tax in



Case of Advertising Agency Services: Banking and Financial Services-General Insurance Services-Telephone and Pager Services-Tour Operating Services.

**References:**

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

**GROUP C: FINANCIAL ACCOUNTING**

**Paper-1**

**SC07: CONTEMPORARY AREAS OF FINANCIAL ACCOUNTING**

**1. Course Description:**

This course focuses on contemporary areas of financial accounting which are likely to be of interest to a wide range of stakeholders including investors, employees, society, government agencies and public at large. The course provides the coverage of accounting for the effects of price level changes, interim, segment and tax reporting, hedge accounting, human resource, social and value added accounting.

**2. Course Objectives:**

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

**3. Pedagogy:**

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

**4. Course Contents:**

**Module 1 :** **Accounting for the Effects of Price Level Changes :** Effect of price level changes on financial statements prepared under historical basis. Use of Consumer Price Index Numbers for price level adjustments. Restatement of financial statements under General Purchasing Power of Accounting and Current Cost Accounting. Problems and case study analysis.

**Module 2:** **Interim, Segment and Deferred Income Tax Reporting:** Meaning and relevance of Interim Financial Reporting , Segment Reporting and Deferred Income Tax Reporting. Recognition, measurement and disclosure requirements under accounting standards. Problems and case study analysis.

**Module 3:** **Hedge Accounting:** Definition of hedging and hedge accounting. Types of hedges-cash flow hedge and fair value hedge. Recognition, measurement and disclosure requirements for hedge accounting under accounting standards. Accounting for forwards, futures and options. Problems and case study analysis.

**Module 4: Human Resource, Social and Value Added Accounting:** Definition and models of Human Resource Accounting. Meaning and approaches to Social Accounting. Meaning and methods of Value Added Accounting. Problems and case study analysis.

#### **References:**

1. Accounting for Financial Instruments By Cormac Butler, 2009, John Wiley and Sons, USA.
2. What Counts: Social Accounting for Nonprofits and Cooperatives, Laurie Mook, Jack Quarter and Betty Jane Richmond, Sigel Press, London
3. Human Resource Accounting by Flamholtz, Eric, Jossey –Bass, San Francisco.
4. Accounting Theory: An Introduction by L.S.Porwal, Tata McGraw-Hill Publishing Company Ltd. New Delhi.
5. [www.iasb.org](http://www.iasb.org), [www.rbi.org](http://www.rbi.org), [www.icai.org](http://www.icai.org), [www.mca.gov.in](http://www.mca.gov.in), [www.xbrl.org](http://www.xbrl.org), [www.xbrleducation.com](http://www.xbrleducation.com), [www.globalreporting.org](http://www.globalreporting.org).

### **GROUP D: FINANCIAL MANAGEMENT**

#### **Paper-1**

#### **SC08: FUTURES, OPTIONS & SWAPS**

##### **1. Course Description:**

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

##### **2. Course Objectives:**

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

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

##### **3. Pedagogy:**

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

##### **4. Course Contents:**

**Module 1: Risk Management** –Sources of risk - Objectives of Risk Management – Risk Management Process – Importance - Tools of Risk Management.

- Module 2: Forward and Futures:** Trading Mechanics- Margin Requirements - Winding up of futures contracts - valuation of F & F
- Module 3: Options:** Trading in Options – factors impacting Option Prices - Pricing of Options- Black Scholes Options Pricing Model-Binomial pricing model.
- Module 4: Swaps:** Evolution-Types of Swaps-Currency Swaps-Interest Rate Swaps-Designing Currency and Interest Rate Swaps-Valuation of Swaps.

**References:**

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

## **GROUP E: HUMAN RESOURCE MANAGEMENT**

### **Paper-1**

#### **SC09: STRATEGIC MANAGEMENT OF HUMAN RESOURCES**

**1. Course Description:**

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

**2. Course Objective:**

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

**3. Pedagogy:**

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

**4. Course Contents:**

- Module 1: Introduction:** Concept- Personnel/Human Resource Function in India- Emergence of HRM- Distinctive features of HRM- Ensuring underpinning of HRM to business strategy: In practice Objectives of HRM- Corporate Strategy and Strategic HRM- Concept- The origin- Strategic Human Resource Management- Aligning HR to Corporate Strategy- HRM in practice
- Module 2: Industrial Relations Perspectives:** The concept- Scope of industrial relations- Objectives of industrial relations Changing values and their impact-Industrial conflict- Trade unionism-Reforms in labor legislations-Employee participation in organization-Reforms in Labour legislations Employees’ Participation in organization-Collective bargaining-Grievance procedure.

**Module 3: Trends in HRM:** Strategic approach HR role as a catalyst-Scope and nature of HRM-Human Resource outsourcing-Planning retirement-Trends in 21<sup>st</sup> century in wages/salary schemes

**Module 4: Human Resource Management in Other Countries:** A comparative analysis Human resource management in Japan-HRM in the united states of America-International Human resource management: An Analysis-HRM in Single European Market-HRM in Eastern Europe. ETHICS- Introduction- reasons for emergence of ethics in India- Work Ethics: Concept-Business Ethics: Concept-Application and scope of business Ethics-Corporate Social Responsibility: Concept-Corporate governance- Basics of good governance-Culture in organization- Ethical leadership.

**References:**

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

## **GROUP F: MANAGEMENT ACCOUNTING**

### **Paper-1**

#### **SC10: MARGINAL COSTING AND DECISION MAKING**

##### **1. Course Descriptions:**

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

##### **2. Course Objectives:**

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

##### **3. Pedagogy:**

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

##### **4. Course Contents:**

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

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

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

**Module 4:** Direct Costing: Meaning- Importance & Preparation of income statements- Comparison with Absorption Costing- Arguments in Favour of Direct Costing- Criticisms of Direct Costing. Value Analysis & Value Engineering: Basic Concept of Value- Constitution of a Value Analysis Team-Procedures Underlying Value Analysis Study- Benefits From & Resistance to Value Analysis Study- Reporting to Management- Objectives of Reporting- Reporting Needs of Different Management Levels- Types of Reports- General Principles of Reporting- Modes of Reporting- Reports to the Board of Directors- Reports to Top Management- Reporting to top Divisional Management- Reports to Junior Management Level- Preparation of Reports- use of Reports by Management- Case Studies.

**References:**

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

**OE01: PERSONAL FINANCIAL PLANNING**

**1. Course Description:**

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

**2. Course Objectives:**

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

**3. Pedagogy:**

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

**4. Course Contents:**

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

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

**Module 3: Computation of Return and Risk of Personal Investment:** Present Value and Future Value of a Single Amount and an Annuity. Computation of interest, dividend and

capital gains on personal investments. Impact of leverage on return. Personal tax planning,

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

**References:**

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

**EVEN SEMESTER SYLLABUS**

**HC01: 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.

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

## **HC02: HUMAN RESOURCE MANAGEMENT**

### **1. Course Descriptions:**

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

### **2. Course Objective:**

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

### **3. Pedagogy:**

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

### **4. Course Contents:**

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

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

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

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

**References:**

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

### **HC03: ORGANISATIONAL BEHAVIOUR**

#### **1. Course Descriptions:**

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

#### **2. Course Objective:**

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

#### **3. Pedagogy:**

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

#### **4. Course Contents**

- Module1: Introduction:** Meaning-Definitions and scope of organisational behaviour-people-Organisational structure-technology and environment-OB as a Behavioral science-Contributing Discipline to OB-Psychology-Sociology-social psychology-Anthropology-Political science-OB and Management-Comparative roles in organisation-Case studies.
- Module 2: Foundations of Individual Behaviour:** Biological Characteristics-Age-Sex-Marital Status-Number of Dependents-Tenure-Ability-Intellectual Abilities- Physical Abilities-The Ability-Job fit personality-personality determinants-Personality Traits-Major Personality Attributes influencing OB-Matching personality and Jobs-learning – Theories of learning shaping-Values, attitudes, and Job satisfaction: Importance of Values-Sources of Value system-Sources and types of Attitudes-case studies.
- Module 3: Motivation:** The concept of Motivation-Early Theories of Motivation-Hierarchy of Needs theory-theory X and Theory Y-Hygiene theory-contemporary theories of motivation-ERG Theory-three needs theory-cognitive evaluation theory and others – case studies.



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

**References:**

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

**HC04: INTERNATIONAL ACCOUNTING**

**1. Course Description:**

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

**2. Course Objectives:**

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

**3. Pedagogy:**

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

**4. Course Contents:**

**Module 1: International Financial Reporting:** Definition and scope of international accounting. Main causes of diversity in international financial reporting. International Accounting Harmonization and Standardization. Role of IASB, IFAC, IOSCO, and U.N. International Financial Reporting Standards. IFRS adoption or convergence in countries around the world. Case study analysis.

**Module 2: 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 3: 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.

**Module 4: XBRL for International Financial Reporting:** Framework of eXtensible Business Reporting Language (XBRL). IFRS Taxonomy. Role of XBRL International in adoption of XBRL in different countries around the world. XBRL adoption in India. Case study analysis.

#### References:

1. International Accounting by Shirin Rathore, Prentice-Hall of India, New Delhi
2. Comparative International Accounting by Christopher Nubs and Robert Parker, Pearson Education Asia, New Delhi.
3. International Accounting: A User Perspective by Shahrokh M. Saudagaran, South-Western Thomson Learning, Australia.
4. International Accounting by A.K.Das Mohapatra, Prentice-Hall of India, New Delhi
5. The Analysis and use of Financial Statements by Gerlad I.White, Ashwinipaul C.Sondhi and Dov Fried, John Wiley, New York.
6. The Economic Times, The Business Line and Financial Express daily papers.
7. Journals on International Accounting.
8. Internet Sources; [www.iasb.org](http://www.iasb.org). [www.worldbank.org](http://www.worldbank.org). [www.unctad.org](http://www.unctad.org). etc.,.
9. X brl.org

### **HC05 OPERATIONS RESEARCH**

**1. Course Description:** The course Operations Research covers linear and integer programming , transportation and assignment problems and their applications in decision making in business.

**2. Course Objective:** The objective of the course is to acquaint the students with the use of quantitative models in decision making.

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

#### **4. Course Contents:**

**Module 1: Introduction to Operations Research:** Origin and definitions of operations Research. Characteristics of Operations Research- approach. Models and modeling in Operations Research. Applications of Operations Research in solving business problems.

**Module-2: Linear Programming:** Meaning and mathematical formulation of linear programming problems and their solution using graphic and simplex methods. Duality and dual simplex method. Sensitivity analysis Application areas of Linear Programming. Graphic method. Simplex method. Problems and Case Study Analysis

**Module- 3: Integer Programming:** Meaning and mathematical formulation of integer programming problems and their solution using the Branch and Bound method for solving pure and mixed integer programming problems. Application areas of Integer Programming. Problems and Case Study Analysis.

**Module- 4: Transportation and Assignment Problems:** Meaning and mathematical formulation of transportation and assignment problems and their solution using models. Problems and Case Study Analysis.

### **References:**

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

## **SC01: 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, 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.

**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. Online Banking
5. Online Trading.
6. Completing accounting cycle using Tally ERP 9.
7. Online submission of Financial Statements using XBRL
8. Computation of descriptive statistics, correlation, regression using SPSS.
9. Solving Linear Programming and Integer Programming problems.

### **References:**

1. Tally.ERP 9 Essentials, 2009, Tally Solutions Pvt. Ltd.
2. [www.xbrl.org](http://www.xbrl.org).
3. [www.iasb.org](http://www.iasb.org).
4. [www.spss.org](http://www.spss.org)
5. [www.rbi.org](http://www.rbi.org).
6. [www.incometax.india.gov.in](http://www.incometax.india.gov.in).
7. [www.xbrl.icai.org](http://www.xbrl.icai.org).
8. [www.mca.gov.in](http://www.mca.gov.in)
9. [www.icai.org](http://www.icai.org).
10. [www.bse.org](http://www.bse.org). [nse.org](http://nse.org). [sebi.org](http://sebi.org).

## **SC02: STRATEGIC MANAGEMENT**

### **1. Course Descriptions:**

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

### **2. Course objective:**

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

### **3. Pedagogy:**

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

### **4. Course Contents:**

- Module 1: Strategic Management** - An Introduction - Concept of strategic management - Characteristics of strategic management - Defining strategy, Strategy formulation - Stakeholders in business - Vision, mission and purpose - Business definition, objectives and goals - Environmental appraisal - Types of strategies - Guidelines for crafting successful business strategies, Tailoring strategy to fit specific industry
- Module 2: Strategic Analysis and Choice** - Environmental Threat and Opportunity Profile(ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - Synergy and Dysynergy - GAP Analysis - Porter's Five Forces Model of competition - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix
- Module 3: Strategy Implementation:** ssues in implementation - Project implementation - Procedural implementation - Resource Allocation - Budgets - Organization Structure - Matching structure and strategy - Behavioural issues - Leadership style - Corporate culture - Values - Power - Social responsibilities - Ethics.
- Module 4: Strategy Evaluation** - Importance - Symptoms of malfunctioning of strategy - Organization anarchies - Operations Control and Strategic Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation,. New Business Models and strategies for Internet Economy - Shaping characteristics of E-Commerce environment - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business - Key success factors in E-Commerce

### **References:**

1. A concept of corporate planning-, Russel Ackoff, Newyork wiley
2. Business policy and strategic management- Tokyo, McGraw hill
3. Strategic Management-Text and Cases- V.S.P. Rao and V. Harikrishna
4. Strategic Management-Azar Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao

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

### **SC03: FOREIGN EXCHANGE MANAGEMENT**

#### **Course Descriptions:**

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

#### **2. Course Objectives:**

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

#### **3. Pedagogy:**

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

#### **4. Course Contents:**

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

#### **References:**

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

## **SC04: INTERNATIONAL FINANCIAL MANAGEMENT**

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

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

### **3. Pedagogy:**

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

### **4. Course Contents:**

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

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

**Module- 3: MNC Investment-** Analysis- International Portfolio Investment- foreign Direct Investment- Capital budgeting for the MNC- The cost of capital for the foreign investments- management of political risk- International Tax Planning

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

### **References:**

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

## **SC05: PROJECT WORK**

Project Work would be commenced from the beginning of the fourth semester. Work load for Project Work guidance is 1 hour per batch of 6 students per week. Allotment of Guides shall be made in the beginning of the third semester. Students should select the topic in consultation with the guide during the third semester and complete the project in fourth semester.

## ELECTIVE GROUPS

### GROUP A: AGRI-RISK MANAGEMENT

#### Paper-2

#### SC06: WEATHER RISK MANAGEMENT

##### 1. Course Description:

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

##### 2. Course Objectives:

The aim of the course is to enable students:

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

##### 3. Pedagogy:

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

##### 4. Contents:

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

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

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

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

##### 5. Reference Books/Journals/Websites:

- i) Weather Risk Management: A South African market perspective by C.B Thomson (unpublished)
- ii) **Journals:** Environmental Finance  
Risk Finance



Risk  
Financial Derivatives  
Global Reinsurance.

iii) Websites:

[www.WRMA.org](http://www.WRMA.org), [www.cme.org](http://www.cme.org), [www.repec.idea](http://www.repec.idea), [www.wradvisory.com](http://www.wradvisory.com)  
[www.chicagoclimateexchange.org](http://www.chicagoclimateexchange.org)

## **GROUP B: BUSINESS TAXATION**

### **Paper-2**

#### **SC07: CORPORATE TAX LAW AND PLANNING**

##### **1. Course Description:**

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

##### **2. Course Objectives:**

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

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

##### **3. Pedagogy:**

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

##### **4. Course Content:**

**Module 1: Definition of company**-Indian company, Domestic Company, Foreign Company, Widely Held Company, Closely held company, Residential Status of a company and incidence of Tax.

**Module 2: Computation of Taxable income of companies**- Computation of table income under different heads of income-House property, Profit and gain from business or profession, Capital gain and income other sources, carry forward and set off of losses in case of companies. Deduction from Gross Total income. Minimum Alternative Tax.

- Module 3: Tax Planning-** Tax avoidance and tax evasion. Tax planning with corporate dividend, Dividend policy- bonus shares. Tax planning with reference to specific managerial decisions- Make or Buy, Own or Lease, Purchase by installment or by Hire, Repair, Replace, Renewal or Renovation, shut down or continue.
- Module 4: Procedure for assessment-** Deduction of Tax at Source, Advance payment of Tax, Tax returns, refunds appeals and revision.

**References:**

1. Direct Taxes-Dr.H.C. Mehrotra and Dr.S.P.Goyal Sahitya Bhavn New Delhi.
2. Direct Taxes law and practice-Bhagavathi Prasad, Vishva Prakashana, New Delhi.
3. Direct Taxes 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 Kapil Singania Taxman’s Publications(p)Ltd., New Delhi.

## **GROUP C: FINANCIAL ACCOUNTING**

### **Paper-2**

#### **SC08: INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)**

**1. 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. Principal differences between Indian accounting standards and IFRS.
- Module 2: IFRS on Recognition and Measurement:** Requirements of recognition and measurement of revenue, expenses, assets and liabilities in IFRS 2, 4, 5, 6, 9, and 13. Problems and Case study analysis
- Module 3: IFRS on Disclosure:** Requirements of disclosure in IFRS 1, 7, 8 and 12. Problems and Case study analysis.

**Module 4: IFRS on Group Accounting:** Requirements for group accounting in IFRS 3, 10, and 11. Problems and 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](http://www.iasb.org)
7. [www.mca.gov.in](http://www.mca.gov.in)
8. [www.icaai.org](http://www.icaai.org)
9. [www.globalreporting.org](http://www.globalreporting.org).

**GROUP D: FINANCIAL MANAGEMENT**

**Paper-2**

**SC09: FINANCIAL DERIVATIVES AS HEDGING TOOLS**

**1. Course Description:**

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

**2.Course Objectives:**

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

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

**3. Pedagogy:**

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

#### 4. Course Contents:

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

#### References:

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

### GROUP E: HUMAN RESOURCE MANAGEMENT

#### Paper-2

#### SC10: INTERNATIONAL HUMAN RESOURCES MANAGEMENT

##### 1. Course Objective:

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

##### 2. Pedagogy:

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

##### 3. Course Contents:

- Module 1:** **Nature of international Human Resource Management (HRM)**-approaches to HRM- differences between domestic HRM and IHRM.
- Module 2:** **Human Resource Planning in HRM:** recruitment and selection-issues in staff selection of expatriates. Training and development-expatriate training-developing international staff and multinational teams.
- Module 3:** **Performance Management:** Factors associated with individual performance and appraisal criteria used for performance appraisal of international employees –appraisal of host country nationals. Compensation-objectives of international compensation-approaches of international compensation.

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

**References:**

1. Burl Dabner and standing, world class supply management-Tata Mc Graw Hill.
2. International Human Resource Management : A Global Perspective : Practices and Strategies for Competitive Success, S K Bhatia, Deep and Deep, 2005,
3. International HRM, S C Gupta, Publisher-Mac Millan.
4. International Human Resource Management, Chris Rees and Tony Edwards-Perarson publications.

**GROUP F: MANAGEMENT ACCOUNTING**

**Paper-2**

**SC11: TOOLS AND TECHNIQUES OF CONTROL**

**1. Course Descriptions:**

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

**2. Course Objectives:**

The course is aimed at helping the students to:

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

**3. Pedagogy:**

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

**4. Course Contents:**

- Module 1: Budgetary Control:** Objectives of Budgetary Control-Preparation of the Budget-Functional Budgets-Sales Budgets-Production Budget-Cost Budget-Plant Utilization Budget Capital Expenditure Budget-Selling & Distribution Cost Budget-Purchasing Budget & Cost Budget-The Master Budget-Operation of Budgetary Control-Flexible Budgetary Control-Zero-Base Budgeting-Case Studies.
- Module 2: Standard Costing:** Objectives-Principles-Determination of Standards for Material-Labor-Direct Expenses & Overhead Costs-Variable and Fixed Costs-Case Studies.
- Module 3: Variance Analyses:** Material, Labor, and Overhead Variances-sales & Profit Variances-Disposition of Variances-Assessing the Significance of Standard Cost Variance-Standard Cost Accounting-Case Studies.

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

#### **References:**

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

### **OPEN ELECTIVE**

#### **OE01: RETAIL BANKING**

##### **1. Course Description:**

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

##### **2. Course Objectives:**

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

##### **3. Pedagogy:**

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

##### **4. Course Contents:**

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

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

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

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

## References:

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

## **OE 02: FINANCIAL ACCOUNTING**

### **1. Course Description:**

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

### **2. Course Objectives:**

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

### **3. Pedagogy:**

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

### **4. Course Contents:**

- Module 1: Introduction :** Meaning and purpose of financial accounting. Information needs of users. Basic principles and concepts of accounting.
- Module 2: The Accounting Cycle-1:** Analysis of business transactions, recording journal entries in the Journal, posting journal entries into the Ledger.
- Module 3: The Accounting Cycle-1:** Preparation of Unadjusted Trail Balance, recording adjustment and closing entries, and preparation of adjusted trail balance.
- Module 4: Final Accounts:** Preparation of Financial Statements- Profit and Loss Account, Balance Sheet.

## **References:**

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