

Choice Based Credit System (CBCS)

UNIVERSITY OF DELHI

**FACULTY OF APPLIED SOCIAL SCIENCES
AND HUMANITIES**

**UNDERGRADUATE PROGRAMME
(Courses effective from Academic Year 2015-16)**



SYLLABUS OF COURSES TO BE OFFERED
Core Courses, Elective Courses & Ability Enhancement Courses

Disclaimer: The CBCS syllabus is uploaded as given by the Faculty concerned to the Academic Council. The same has been approved as it is by the Academic Council on 13.7.2015 and Executive Council on 14.7.2015. Any query may kindly be addressed to the concerned Faculty.

Undergraduate Programme Secretariat

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching-learning process, examination and evaluation systems, besides governance and other matters.

The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching-learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades.

The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM (CBCS):

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing the performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System:

- 1. Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.
- 2. Elective Course:** Generally a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.
 - 2.1 Discipline Specific Elective (DSE) Course:** Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of interdisciplinary nature (to be offered by main discipline/subject of study).
 - 2.2 Dissertation/Project:** An elective course designed to acquire special/advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member is called dissertation/project.
 - 2.3 Generic Elective (GE) Course:** An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.

P.S.: A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as Generic Elective.
- 3. Ability Enhancement Courses (AEC)/Competency Improvement Courses/Skill Development Courses/Foundation Course:** The Ability Enhancement (AE) Courses may be of two kinds: AE Compulsory Course (AECC) and AE Elective Course (AEEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement. They ((i) Environmental Science, (ii) English/MIL Communication) are mandatory for all disciplines. AEEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.
 - 3.1 AE Compulsory Course (AECC):** Environmental Science, English Communication/MIL Communication.
 - 3.2 AE Elective Course (AEEC):** These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based instruction.

Project work/Dissertation is considered as a special course involving application of knowledge in solving / analyzing /exploring a real life situation / difficult problem. A Project/Dissertation work would be of 6 credits. A Project/Dissertation work may be given in lieu of a discipline specific elective paper.

Details of courses under B.A (Honors), B.Com (Honors) & B.Sc. (Honors)

Course	*Credits	
	Theory+ Practical	Theory + Tutorial
<u>I. Core Course</u>		
(14 Papers)	14X4= 56	14X5=70
Core Course Practical / Tutorial*		
(14 Papers)	14X2=28	14X1=14
<u>II. Elective Course</u>		
(8 Papers)		
A.1. Discipline Specific Elective	4X4=16	4X5=20
(4 Papers)		
A.2. Discipline Specific Elective		
Practical/ Tutorial*	4 X 2=8	4X1=4
(4 Papers)		
B.1. Generic Elective/		
Interdisciplinary	4X4=16	4X5=20
(4 Papers)		
B.2. Generic Elective		
Practical/ Tutorial*	4 X 2=8	4X1=4
(4 Papers)		
<ul style="list-style-type: none"> • Optional Dissertation or project work in place of one Discipline Specific Elective paper (6 credits) in 6th Semester 		
<u>III. Ability Enhancement Courses</u>		
1. Ability Enhancement Compulsory		
(2 Papers of 2 credit each)	2 X 2=4	2 X 2=4
Environmental Science		
English/MIL Communication		
2. Ability Enhancement Elective (Skill Based)		
(Minimum 2)	2 X 2=4	2 X 2=4
(2 Papers of 2 credit each)		
Total credit	140	140
Institute should evolve a system/policy about ECA/ General Interest/Hobby/Sports/NCC/NSS/related courses on its own.		

* wherever there is a practical there will be no tutorial and vice-versa

**PROPOSED COURSE STRUCTURE
UNDER CHOICE BASED CREDIT SYSTEM**

**Bachelor of Business Administration (Financial Investment Analysis)
[BBA (FIA)]**

Paper Code		
	Semester I	
101	Environmental Science	Ability Enhancement – Compulsory
102	Financial Accounting & Analysis	Core Discipline
103	Managerial Economics	Core Discipline
104	Any One from the List of Generic Elective / Interdisciplinary Courses	Elective Course – Generic / Interdisciplinary
	Semester II	
201	Business Communication (Language : English / MIL)	Ability Enhancement - Compulsory
202	Statistics for Business Decisions	Core Discipline
203	Cost & Management Accounting	Core Discipline
204	Any One from the List of Generic Elective / Interdisciplinary Courses	Elective Course – Generic / Interdisciplinary
	Semester III	
301	Income Tax	Core Discipline
302	Corporate Finance	Core Discipline
303	Financial Markets & Institutions	Core Discipline
304	Any One from the List of Generic Elective / Interdisciplinary Courses	Elective Course – Generic / Interdisciplinary
305	Any ONE from list of SKILL ENHANCEMENT COURSE (SEC)	Skill Enhancement Course
	Semester IV	
401	Macro Economics	Core Discipline
402	Quantitative Techniques	Core Discipline
403	Financial Econometrics	Core Discipline
404	Any One from the List of Generic Elective / Interdisciplinary Courses	Elective Course – Generic / Interdisciplinary
405	Any ONE from the list of SKILL ENHANCEMENT COURSE (SEC)	Skill Enhancement Course
	Semester V	
501	Investment Analysis & Portfolio Management	Core Discipline
502	Financial Derivatives	Core Discipline
503	Elective – I	Discipline Specific Elective
504	Elective – II	Discipline Specific Elective
	Semester VI	
601	Corporate Restructuring	Core Discipline
602	International Finance	Core Discipline
603	Elective – III	Discipline Specific Elective
604	Elective – IV	Discipline Specific Elective

Discipline Specific Elective:-

DSE I	Investment Banking & Financial Services
DSE II	Corporate Analysis & Valuation
DSE III	Business Tax Planning
DSE IV	International Trade Blocks and Multilateral Agencies
DSE V	Corporate Accounting
DSE VI	Strategic Corporate Finance
DSE VII	Management of Financial Institutions
DSE VIII	Forensic Analysis and Fraud Investigation
DSE IX	Research Project

Skill Enhancement Course:-

SEC I	IT Tools for Business
SEC II	Financial Software package (s)
SEC III	Personality Development & Communication Skills
SEC IV	Research Software Package
SEC V	Summer Internship (6-8 weeks)

Generic Elective / Interdisciplinary Course:-

Generic I	Entrepreneurship Development
Generic II	Organizational Behavior
Generic III	Business Ethics & Corporate Governance
Generic IV	Production & Operations Management
Generic V	Research Methodology
Generic VI	Economic Legislation
Generic VII	Indirect Taxes

Paper No: 102- FINANCIAL ACCOUNTING& ANALYSIS

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Contents

Unit I: Introduction to Financial Accounting: Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information, Concepts, Principles and Conventions – Generally Accepted Accounting Principles; The Accounting Equation; Nature of Accounts, Types of books (Primary and Secondary) and Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance.

Unit II: Preparation of Financial Statements: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, Understanding contents of financial statements of a joint stock company as per the Companies Act 2013; Understanding the contents of annual report of a company, Preparation of cash flow statement as per AS-3 (revised).

Unit III: Indian Accounting Standards (Ind-AS): Concept, benefits, procedure for issuing Ind-AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards(IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB and concept of harmonization and convergence, obstacle in harmonization and convergence, suggestions for increased convergence and harmonization.

Unit IV: Financial Statement Analysis: Objective of financial statement analysis, sources of information; Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Analysis of ratios from the perspective of Stakeholders like Investors, Lenders, and Short-term Creditors. Liquidity Ratios, Solvency Ratios, Profitability Ratios, and Turnover Ratios; Limitation of ratio. Analysing the power of ratios in forecasting business failures using Altman Z-score, multiple discriminant analysis and decision-tree analysis.

Reading:

1. Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks
2. Tulsian, P.C., Financial Accounting, Pearson
3. Maheshwari, S.N. & Maheshwari, S.K. , Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers
6. Gupta, Ambrish: Financial Accounting for Management
7. Bhattacharyya, Asish K., Financial Accounting for Business Managers
8. Jain, S.P. & Narang, K.L., Advanced Accountancy.
8. Charles T. Horngren, Gart L. Sundem, John A. Elliot and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.

Paper No. - 103: MANAGERIAL ECONOMICS

Objectives: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course content

Unit I: Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;

Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

Unit II: Producer and optimal production choice: optimizing behavior in short run(geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources)

Costs and scale : traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Unit III: Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma

Unit IV: Factor Market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Readings:

1. Dominick Salvatore (2009). Principles of Microeconomics(5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

Paper No. - 104: GENERIC ELECTIVE / INTERDISCIPLINARY COURSE

As per the list of Generic Elective mentioned above.

Paper No. - 202: STATISTICS FOR BUSINESS DECISIONS

Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit I: Measures of Central Value: Meaning, Need for measuring central value. Characteristics of an ideal measure of central value. Types of averages - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis

Unit II: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Correlation Analysis: Meaning and significance. Types of correlation. Methods of studying simple correlation - Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient

Unit III: Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate. Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, parabolic trend and logarithmic trend.

Unit IV: Introduction to testing of Hypothesis: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis concerning Proportion. Z test, t – test for single mean and difference of means and ANNOVA – one way and two way. Non parametric tests: One-Sample Wilcoxon Signed Rank Test, Paired-Sample Wilcoxon Signed Rank Test, Paired Sample Sign Test, Two-Sample Kolmogorov-Smirnov Test, Mann-Whitney Test, Kruskal-Wallis ANOVA

Readings:

1. S.P. Gupta (S.P.) : Statistical Methods, Sultan Chand & Sons, 34th Edition
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall

Paper No. - 203: COST & MANAGEMENT ACCOUNTING

Objective: This paper will acquaint the students with cost and management accounting concepts and its application for decision making.

Course contents:

Unit 1: Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting, Cost, Costing, Cost Control, and Cost Reduction. Elements of Cost, Components of total Cost, Cost sheet.

Classification of costs: Fixed, Variable, Semi-variable, and Step costs; Product, and Period costs; Direct, and Indirect costs; Relevant, and Irrelevant costs; Shut-down, and Sunk costs; Controllable, and Uncontrollable costs; Avoidable, and Unavoidable costs; Imputed / Hypothetical costs; Out-of-pocket costs; Opportunity costs; Expired, and Unexpired costs; Conversion cost.

Cost Ascertainment: Cost Unit, Cost Center, Profit Center, Cost Allocation and Cost Apportionment; Cost Reduction and Cost Control.

Unit II: Cost-Volume-Profit Analysis: Contribution, PV Ratio, Margin of safety, Break-even-point, cost break-even-point, cash break-even-point, Composite break-even-point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Shut down or continue, Acceptance of an export order.

Process costing. Process losses and wastage, Abnormal effectives, Work-in-progress - computation of equivalent units (FIFO method), Joint and By-products.

Unit III: Budgets and Budgetary Control: Meaning, Types of Budgets (sales, production, purchase raw material consumption, cash budget. Steps in Budgetary Control, Fixed and Flexible Budgeting, Responsibility Accounting.

Unit IV: Standard Costing and Variance Analysis: Material, Labour & Overhead variances. Activity based costing, Target costing, Life cycle costing, Quality costing (only theoretical knowledge)

Readings:

Maheshwari, S.N., and Mittal, S.N. **Cost Accounting: Theory and Problems**, Shree Mahavir Book Depot (Publishers), Delhi.

M.N.Arora, Management Accounting, Theory, Problems and Solutions, Himalaya Publishing House

Horngren, C.T., Foster, G, and Datar, S.M., **Cost Accounting: A Managerial Emphasis**, Prentice Hall of India Pvt. Ltd., New Delhi.

Henke, E.O., and Spoede, C.W., **Cost Accounting: Managerial Use of Accounting Data**, PWS-KENT Publishing Company, Boston.

Paper No. - 204: GENERIC ELECTIVE / INTERDISCIPLINARY COURSE

As per the List of Generic Elective mentioned above.

Paper No. - 301: INCOME TAX

Objective - The objective of this course is to acquaint students with the Income tax structure and its implications of tax planning.

Course contents:

Unit-I: Basic concepts: income, Agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax. Residential status of all person, and its effect on tax incidence .Exempted income under section 10(in relation to individuals).

Unit-II: Computation of income undertheheads:Salaries, Income from house property,

Unit-III: Computation of income under the heads:

Profits and gains of business or profession, Capital gain, Income from other sources.

Unit-IV: Clubbing of income, set-off and carry forward of losses, Deductions under **Chapter VI-A**, Partial Integration of Agricultural income, rebates and reliefs, Computation of total income and tax liability of individuals & Partnership firm.

Preparation of return of income manually and through software, Provision & Procedures of COMPULSORY ONLINE filing of returns for specified assesses. Assessment procedure.Introduction of Direct Tax Code.

Readings:

1. Dr.Vinodk.Singhanian and Dr.MonicaSinghanian; Students guide to income tax, Taxmann Publications.
 2. GirishAhuja and Ravi Gupta; Systematic Approach to Income Tax: Bharat Law House.
 3. Mahesh Chandra, D.C Shukla; Income Tax Law and Practice: Pragati Publications.
 4. S.P Goyal; Direct tax planning: SahityaBhawan
- Online Readings/Supporting Material
- 1.Finance Act for relevant Assessment Year
 2. CBDT Circulars
 - 3.Latest court judgements

Paper No. – 302: CORPORATE FINANCE

Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Contents:

Unit I: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit II: Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights;

Unit III: Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit IV: Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique (Lock box, concentration banking), Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ (Basic Model), Determination of Working Capital. Determining Financing Mix of Working Capital.

Reading

1. M.Y. Khan & P.K. Jain , Financial Management, Tata McGraw Hill Pubilshlng Co. Ltd.
2. Rustogi , Financial Management
3. I.M. Pandey , Financial Management
4. L.J. Gitman& C.J. Zutter, Managerial Finance.R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty, Principles of Corporate Finance.
5. J.V. Horne & J.M. Wachowicz, Fundamentals of Financial Management.

Paper No. - 303: FINANCIAL MARKETS AND INSTITUTIONS

Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker;

Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

Unit II: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets.

Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

Unit III: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

Unit IV: Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

Readings:

1. Saunders , Anthony & Cornett , Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). Financial Markets in India : A Research Initiative. Anamica Publications
4. Goel, Sandeep. (2012). Financial services.PHI.
5. Gurusamy,S. (2010). Financial Services.TMH.

Paper No. - 304: GENERIC ELECTIVE / INTERDISCIPLINARY COURSE

As per the list of Generic Elective mentioned above.

Paper No. - 305: SKILL ENHANCEMENT COURSE

As per the list of Skill Enhancement Course mentioned above.

Paper No. - 401: MACRO ECONOMICS

Objective: This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables ; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Contents

Unit I: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment : Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit II: Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lumpsum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III: Consumption & Investment: The Theories of consumption and Investment: The absolute income hypothesis, Relative Income Hypothesis, Permanent Income Hypothesis, Life Cycle Hypothesis. Concept of Marginal Efficiency of capital and marginal efficiency of investment. Profits and Accelerator theories of Investment;

Inflation : meaning, demand and supply side factors, consequences of inflation, anti inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

Unit IV: Open Economy : brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

Readings:

1. Froyen, R.P. (2011) Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson

Paper No. - 402: QUANTITATIVE TECHNIQUES

Objective: To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course contents:

Unit I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes)

Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

Unit III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV: Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information

Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation.

Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

Readings:

1. N. D. Vohra, Quantitative Management, Tata McGraw Hill
2. P. K. Gupta, Man Mohan, KantiSwarup, Operations Research, Sultan Chand
3. V. K. Kapoor, Operations Research, Sultan Chand & Sons
4. J. K. Sharma, Operations Research Theory & Applications, Macmillan India Limited.

Paper No. - 403: FINANCIAL ECONOMETRICS

Objective: This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers estimation and diagnostic testing of simple and multiple regression models. The course also covers application in Accounting and Finance

Course Contents:

Unit I: Introduction to Econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation And BLUE, Properties of estimators, Multiple Regression Model and Hypothesis Testing Related To Parameters – Simple and Joint.

Unit II: Violations of Classical Assumptions; their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions, goodness of fit

Unit III: Time Series Models: Test of stationary- Unit Root Test: Intercept Stationarity, Trend Stationarity, and Difference Stationarity. Weak Stationarity and Strong Stationarity

Unit IV: Dummy variables: Intercept dummy variables, slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/Binary/Structural changes, Other Functional Forms, Qualitative Response Regression Models or Regression Models with Limited Dependent Variables - Use of Logit, and Probit Models

Recommendation

Computer Package to be Used: Most of Financial data estimation revolves around Time Series Estimation and Forecasting. Using software like E Views, SPSS and STATA solving real life problems and checking assumptions and taking care of assumptions violations and testing goodness of fit

Text Books:

1. Christopher Dougherty (2007). Introductory Econometrics (3rd ed.). Oxford University Press.
2. Gujarati, Damodar and Sangeetha (1995). Basic Econometrics (4th ed.). New Delhi: McGraw Hill.

Readings:

1. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) Econometric Models and Economic Forecasts. (3rd ed.). Singapore: McGraw Hill.
2. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

Note: The use of relevant statistical software is encouraged for the making projects based upon sections from this paper.

Paper No. - 404: GENERIC ELECTIVE / INTERDISCIPLINARY COURSE

As per the list of Generic Elective mentioned above

Paper No. - 405: SKILL ENHANCEMENT COURSE

As per the list of Generic Elective mentioned above

Paper No. - 501: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Objective: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Contents:

Unit I: Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Unit II: Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

Unit III: Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

Unit IV: Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures and Fama's Decomposition.

Readings:

1. Fischer, D.E. & Jordan, R.J. : Security Analysis & Portfolio Management ; Pearson Education.
2. PrasannaChandra : Investment Analysis and Portfolio Management ;Tata Mcgraw Hill Education Private Limited

Paper No. - 502: FINANCIAL DERIVATIVE

Objective: To equip students with principles and techniques of Complex Derivatives like Greeks & Exotic Options

Course Contents:

Unit I: Introduction: History of derivatives, origin of derivatives in India, the classification of derivatives, the important features of derivatives. Early delivery, extension & cancellation of forward contracts. Basis risk, why hedge. Currency futures and its hedging strategies.

Unit II: Options and its type, Factors affecting option Prices, upper bounds, lower bounds, early exercise, put & call parity, put & call parity (dividend effect). Trading strategies involving options: Spreads, combinations, payoffs; binomial model: One Period, Two Period and multiple Period. Black-Scholes option model.

Naked & covered position, options given by financial institutions, Stop loss strategy portfolio insurance

Unit III: The Greek Letters: A Stop Loss strategy; Delta Hedging, Delta of European Stock Options; Delta of a portfolio; Theta of a portfolio; Gamma: Making a portfolio Gamma Neutral.

Unit IV: Understanding of Interest rate swap, currency swaps & cross currency swaps. Understanding and types of Exotic Options.

Credit Derivatives: Credit ratings, Default intensities, Recovery rates, estimating default probabilities from bond prices; Credit Default Swaps (CDS),

Text Books:

1. Ruey S. Tsay (2005). Analysis of Financial Time Series (2nd ed.). John Wiley.
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.

Readings:

1. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
2. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.)
Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps.
Prentice Hall of India

Paper No. - 503: ELECTIVE I

As per the list of DSE mentioned above.

Paper No. - 504: ELECTIVE II

As per the list of DSE mentioned above.

Paper No. 601 - : CORPORATE RESTRUCTURING

Objective: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

Course contents:

Unit I: Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.

Unit II: Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies.

Unit III: Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

Unit IV: Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Text Books

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education
2. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing

Readings:

1. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
2. Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
3. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2nd ed.). International Book House Pvt. Ltd.

Paper No. - 602: INTERNATIONAL FINANCE

Objective: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course contents:

UNIT-I: Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India)

International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

UNIT-II: Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts

Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

UNIT-III: Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

UNIT-IV: International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies.

Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

Readings:

1. PG Apte; International Finance, TataMcgraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall
3. Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- Mcgraw Hill.

Paper No. - 603: ELECTIVE III

As per the list of DSE mentioned above.

Paper No. - 604: ELECTIVE IV

As per the list of DSE mentioned above.

Paper No. - DSE I: INVESTMENT BANKING & FINANCIAL SERVICES

Objective: The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course contents:

UNIT- 1

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

UNIT II

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT III

Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

UNIT IV

Venture **Capital:** Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Securitization: concept, securitization as a funding mechanism, Traditional and non traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India

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Readings:

1. M.Y.Khan, 'Financial Services' – Tata McGraw –Hill, 3 rd Edition, 2005.
2. Machiraju, 'Indian Financial System' - Vikas Publishing House, 2 nd Edition, 2002.
3. J.C.Verma, 'A Manual of Merchant Banking', Bharath Publishing House, New Delhi, 2001.
4. K.Sriram, 'Hand Book of Leasing, Hire Purchase & Factoring', ICFAI, Hyderabad, 1992.
5. Ennew.C.Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional

Paper No. - DSE II: CORPORATE ANALYSIS AND VALUATION

Objective: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand how to determine its value.

Course contents:

Unit I: Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company. Understanding financial statements of manufacturing and service organisations. Common size analysis and relevant ratios.

Unit II: Introduction to Valuation: Value and price, Balance sheet-based methods, Income statement-based methods, Multiples, Goodwill-based methods. Cash flow discounting-based methods.

Deciding the appropriate cash flow for discounting The free cash flow to the firm, free cash flow to equity . Forecasting Cash flows: simple model for forecasting income and cashflows. Earnings, Tax effect, Reinvestment needs, dividend.

Unit III: Discounted Cash flow Valuation: Valuation of a company with no growth, constant growth, variable growth and infinite life. Estimating discount rates-cost of equity, cost of equity, cost of debt, tax shield, weighted average cost of capital. The estimation of equity risk premium, calculation of beta, instability of beta, adjusted beta , levered and unlevered beta, bottoms up beta.

Unit IV: Relative Valuation: standard multiples, comparable companies, potential pitfalls; estimating multiples using regression. Valuation of brands and intellectual capital. Interest rates and company valuation. Impact of inflation on valuation. Reconciling relative and discounted cash flow valuation.

Case studies in valuation.

Readings:

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH
4. Pablo Fernandez, Valuation and Common Sense, free download from ssrn.

Paper No. - DSE III: BUSINESS TAX PLANNING

Objective - The objective of this course is to acquaint students with the Corporate tax structure and Tax planning in operational as well as strategic terms.

Course contents:

UNIT-I: Tax planning, tax management, tax evasion, tax avoidance, Corporate tax in India: types of companies, Residential status of companies and tax incidences, tax liability and minimum alternative tax, tax on distributed profits of companies.

UNIT-II: Tax planning with reference to setting up a new business: Locational aspect, nature of business, form of business. Tax planning with reference to financial management decision - capital structure, dividend including deemed dividend and bonus shares.

UNIT-III: Tax planning with reference to specific management decisions - Make or buy, own or lease, repair or replace. Tax planning with reference to employee remuneration, Tax Planning with reference to business restructuring- Amalgamation, Demerger, Slump Sale, Transfer between holding and subsidiary companies.

UNIT-IV: Tax deducted at source, Advance Tax, double taxation relief, Transfer pricing.

Readings:

1. Dr.MonicaSinghania ,Dr.VinodK.Singhania: Corporate tax planning and Business Tax Procedures,Taxmann Publications.
2. Dr.GirishAhuja and Ravi Gupta: Simplified Approach to CORPORATE TAX PLANNING & MANAGEMENT, Bharat law House
3. S.P Goyal; Direct tax planning: SahityaBhawan

Online Readings/Supporting Material

- 1.Finance Act for relevant Assessment Year
2. CBDT Circulars
- 3.Latest court judgements

Paper No.-DSE IV: INTERNATIONAL TRADE BLOCKS AND MULTILATERAL AGENCIES

Objective: This paper will acquaint students with the latest developments in the international business relationships and agencies funding for country's development.

Course Contents:

Unit I: Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Importance, nature and scope of international relation, modes of entry into international business, internationalization process and managerial implications; Domestic, foreign and global environments and their impact on international business decision; Growing concern for green trades.

Unit II: International economic & trading environment: Regional integration and trade blocks, regionalism v/s. multilateralism, European Union, integration of developing countries - BRICS, ASEAN, SAARC, SAFTA, NAFTA, G-20; World trade in goods and services - Major trends and developments; World trade and protectionism - Tariff and non-tariff barriers ; Counter trade, UNCTAD, WTO, GATT, GATS, TRIM, TRIPS; India's role in facilitating trade relations under BRICS, SAARC, SAFTA, ASEAN and to WTO.

Unit III: International investment: Types and significance of foreign investments, factors affecting international investment, growth and dispersion of FDI, Cross border mergers and acquisition, foreign investment in India-Impact of reforms on competitiveness of the Indian Firms, EURO/ADR issues, ECBs; current economic crises in US/Europe/Asia and its impact on economic growth in India.

Unit IV: Economic institutions – International Monetary Funds (IMF), World Bank (IBRD, IDA, IFC), Asian Development Bank, BRICS Development Bank, Bilateral funding arrangements with special reference to Japan International Cooperation Agencies (JICA), agencies of USA; Case studies on Bilateral financing arrangements of Indian projects like Delhi Metro, Dedicated Freight Corridor, Nuclear Power Plant etc.

Text Books:

1. Hill, W. L. Charles and Jain, A.K. (2008). International Business (6th ed.). India: McGraw Hill.
2. Fernando, A.C. (2011). Corporate Governance: Principles, Policies and Practices. India: Pearson Education.

Readings:

1. Roger, Bennet (1999). International Business, Financial Times. London: Pitman Publishing.
2. Sharan, Vyuptakesh (2003). International Business (2nd ed.). India: Pearson Education.
3. Krueger, Anne O. (2002). Economic Policy Reforms and the Indian Economy. OUP.
4. Velasquez, Manuel G. (2012). Business Ethics Concepts and Cases (7th ed.). New Delhi: PHI.
5. Case studies in Business Ethics, (Vol. I) (ICFAI).

Paper No. - DSE V: CORPORATE ACCOUNTING

Objective: To acquaint the students with fundamentals of Corporate Accounting.

Course contents:

Unit I :Accounting for Share Capital

Equity Share Capital – Issue, Forfeiture, and Re-issue of Forfeited Shares; Issue of Bonus Shares and Right Shares; Buy-back of Shares. Concept of Book Building, Dematerialization, and Employees Stock option Scheme. Issue of Shares to Vendors, Promoters, and Issue of Sweat Equity Shares. SEBI Guidelines. Issue and Redemption of Preference Shares.

Accounting for Debentures: Types of Debentures; Issue and Redemption of Debentures – Sinking Fund Method, Redemption by Purchase in Open Market; Concept of Cum-Interest and Ex-Interest quotations.

UNIT II: Preparation of Financial Statements of a Joint Stock Company

Preparation of Profit & Loss Account and Balance Sheet. Treatment of Taxation and Provision for Taxation in Final Accounts of Companies. Treatment of Dividend and Bonus to Shareholders. Treatment of Pre-incorporation Profit or Loss. Form of Balance Sheet as per the Companies Act.

UNIT III: Valuation of Goodwill

Meaning and Features; Types of Goodwill; Factors affecting Goodwill; Goodwill Valuation Methods- Valuation based on Average Profits and Super Profits.

Valuation of Shares: Concept of Valuation of Shares; Need for Valuation; Factors affecting Valuation of Shares; Valuation of Equity Shares based on Net Assets and Profitability; Net Asset Valuation of Participating Preference Shares; Fair Value of a Share.

UNIT IV: Accounting for Amalgamation of Companies

Meaning; Types of Amalgamation; Calculation of Purchase Consideration; Accounting Treatment in the books of Transferor and Transferee Companies.

Accounting for Reconstruction of a Company: Accounting for External Reconstruction; Alteration of Share Capital; Reduction of Share Capital; Accounting for Internal Reconstruction; Reconstruction through Re-issue of Surrendered Shares.

UNIT V: Accounts of Holding Companies

Meaning of Holding and Subsidiary Companies; Need for Consolidated Financial Statements; Preparation of Consolidated Balance Sheet of a Holding Company with one Subsidiary.

Readings:

Monga, J.R., Fundamentals of Corporate Accounting, Mayur Paper Backs, New Delhi.

Sehgal, Ashok and Deepak Sehgal, Corporate Accounting, Taxman Publication, New Delhi.

Maheshwari, S.N. and S. K. Maheshwari, Corporate Accounting, Vikas Publishing House, New Delhi.

Paper No. - DSEVI: STRATEGIC CORPORATE FINANCE

Objective: The objective of this paper is to acquaint students with corporate finance and the strategies involved in the corporate decisions.

Course contents:

UNIT-I: Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition.

Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.

Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy

UNIT-II: Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition.

Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

Managing credit ratings.

Dividend vs share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity.

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser.

Real options: Financial and real options compared, various types of real options, application of Real options, Drawbacks of Real options

UNIT-III: Company Valuation: an overview of valuation, valuation principles and practices more, the impact

of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins.

Due Diligence: financial due diligence for both purchasers and financial institutions.

UNIT-IV: Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Readings:

Aswath Damodaran: Corporate finance theory and practice; John Wiley & Sons, Inc

Aswath Damodaran: Strategic Risk Taking: A Framework for Risk Management ; Prentice Hall

I M Pandey: Financial Management; Vikas Publishing House

Strategic Financial Management: Prasanna Chandra; McGraw Hill Education (India) Private Limited

Paper No. - DSE VII: MANAGEMENT OF FINANCIAL INSTITUTIONS

Objective: This Paper enables the students to understand the tools and techniques of management of banks and other financial institutions.

Course Contents:

Unit I:

Financial Intermediation; Kinds of Intermediation; Financial Institution and its kinds; An overview of the Indian financial system; Regulation of Banks, NBFCs & FIs; Products offered by Banks and FIs. CRR & SLR management; Capital Adequacy: Capital adequacy norms; Basel agreement-II&III; effect of capital requirements on bank operating policies

Unit II

Statement of Financial Sector: Flow of Funds Accounts – Sector wise and Instrument wise. Statements of Financial Institution: Analyzing Bank's Financial Statement: The balance sheet; income statement; Cash Flow Statement; profitability, liquidity and solvency analysis; Performance Analysis of banks: CAMELS Risk system; KPIs; Data Envelopment Analysis. Asset Liability Management: RBI guidelines on asset liability management

Unit III

Institutional Risk Management: Interest Rate Risk; Market Risk; Credit Risk; Liquidity Risk; Operational Risk. Determination of Interest Rate. Theories of Interest Rates: Classical Theory; Loanable Funds Theory; Liquidity Preference Theory; Term Structure of Interest Rates. Interest Rate Risk Management: Measurement of Interest Rate Risk; Duration and its kinds; Convexity. Managing Interest Rate Risk: Repricing Gap Model, Maturity Matching Model, Duration Gap Model, Cash Flow Matching Model; Convexity Adjustments.

Unit IV

Credit & Liquidity Risk Management: Types of Assets, NPA & its types, Management of NPA, Measurement of Credit Risk – Qualitative and Quantitative models. Modelling Credit Risk; Term Structure of Credit Risk; Managing Credit Risk: Credit Analysis and kinds of Loans; Pricing of Loans.

Liquidity Risk Management: Measurement of Liquidity Risk; Measures of Liquidity Exposure; Causes of Liquidity risk: Asset-Side and Liability-Side; Managing Liquidity Risk: Purchased Liquidity management and Stored Liquidity management; Liquidity Planning; Deposit Insurance; Discount Window

Text Books:

1. Saunders & Cornett – “Financial Institutions Management – A risk management approach” Tata McGraw Hill
2. Resti&Sironi – “Risk management and shareholders' value in banking” John Wiley
3. Rose & Hudgins – “Bank management and financial services”

Readings:

- 1.IIBF-“Bank Financial Management ”
- 2.Paul& Suresh – “Management of Banking and Financial Services ”
- 3.Subramanyam – “Investment Banking ”
4. Madhuvij -- “Management of financial institutions”
5. <http://nptel.iitm.ac.in/courses/110106040/>

Paper No. –DSE VIII: FORENSIC ANALYSIS AND FRAUD INVESTIGATION

Objective: To understand the various aspects of accounting and financial frauds, their reason of occurrence, detection and preventive measures so that an overall healthy and trustworthy financial environment should be created.

Course Contents

Unit I: Introduction to fraud: Nature of fraud, why commit fraud, fighting frauds-An overview.

Unit II:Types of Fraud: Frauds against organization, consumer frauds, bankruptcy, divorce and tax fraud, fraud in e-commerce, security fraud, bank fraud, financial statement fraud, revenue and inventory related fraud, liability, assets and corporate disclosure frauds.

Unit III:Fraud Investigation: Investigating theft acts, investigating concealments, conversion investigation methods, inquiry method, business intelligence and fraud reports.

Unit IV:Fraud detection: Recognizing the symptoms of fraud; Data driven fraud detection using predictive analytics and forensic analytics (Nigrini approach).

Case Study

Two Indian and two international case studies.

Reading:

1. Mark J. Nigrini, Forensic Analytics: Methods and Techniques for Forensic Accounting Investigation. Hoboken, Nj: John Wiley & Sons Inc.
2. Forensic Accounting and Fraud Examination, Cengage Learning.

Paper No. – SEC I: IT TOOLS FOR BUSINESS

Same Syllabus as in BMS.

Paper No. – SEC II: FINANCIAL SOFTWARE PACKAGE(S)

Computer Lab classes shall be allotted to learn computerized accounts and extraction of data from a financial database. These will enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, specially the Research Project.

Financial Accounting Software Package

For students' learning, free versions of Accounting Software Packages are available on the internet. For example Tally (free student version), GNUCASH (open source) or any other equivalent.

A student is expected to learn the following by using any reputed Accounting Software Package:

Understanding the facilities provided by the Accounting Software Package. Understanding user interface. Customizing software features to suit the users' requirements.

Creating a new company for the purpose of starting computerized accounting. Modifying an existing company. Creating the required accounts and linking them to appropriate class, viz., Assets, Liabilities, Revenues, Gains, Expenses, and Losses. Passing accounting entries for different types of business transactions. Correcting incorrect accounting entries. Generating and understanding various reports, viz., Cash Book, Ledger Accounts, Trial Balance, Profit & Loss Account, and Balance Sheet.

Extraction of Data and Analysis

Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent

A student is expected to be able to extract the following types of data

For an index, an industry and company data

Selection of company/s, period to be studied

Creation of a peer group

Use of filters for data query

Data extraction from balance sheet, profit & loss statement and cash flow statements

Stock market data- price and volume, BSE/NSE, adjusted prices

Saving and exporting data to a spreadsheet for further analysis

**Paper No. – SEC III: PERSONALITY DEVELOPMENT & COMMUNICATION
SKILLS**

Same Syllabus as in BMS

Paper No. - SEC IV:RESEARCH SOFTWARE PACKAGE

Objective: This Paper enables the students to understand eviews that can be used for general statistical analysis and econometric analyses.

Course Contents:

A Brief Introduction to EViews (Econometric Views)

- A. Importing Data to EViews
- B. Executing Simple Procedures
 - i. Showing Data
 - ii. Graphing Data
 - iii. Descriptive Statistic of data
 - iv. Estimating a Multiple Regression Equation by Ordinary Least Squares
 - v. Testing of Homoscedasticity
 - vi. Testing of Error Term
 - vii. Testing of Multicollinearity
 - viii. Testing of stationarity
 - ix. Estimating a Logit and Probit Equation
 - x. “Views” of the Regression Equation
- C. Printing Output and Graph

Readings:

http://www.eviews.com/illustrated/EViews_Illustrated.pdf

Paper No. - Generic I: ENTREPRENEURSHIP DEVELOPMENT

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Course contents:

UNIT-1 ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

UNIT-3 SOCIAL ENTREPRENEURSHIP

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

UNIT-4 FAMILY BUSINESS AND ENTREPRENEURSHIP

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system.

FINANCING THE ENTREPRENEURIAL BUSINESS: Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. John Kao, Creativity & Entrepreneurship
7. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
8. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
9. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.

10. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
11. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid ,eradicating poverty through profits. Wharton school Publishing.
12. Scarborough & Zimmerer, Effective Small Business Management
13. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston:Harvard Business Press.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

Paper No. - Generic II: ORGANIZATIONAL BEHAVIOR

Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization.

Course contents:

Unit I

Basic forms of Business Ownership: Sole proprietorship, Partnerships, Corporations/Company, Cooperatives: Advantages and Disadvantages; An Introduction to Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: A brief introduction to mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory: Classical, Behavioural, Systems and Contingency approaches to Management. Managerial functions and Roles (Henry Mintzberg).

Unit II

Overview of Planning: Types of Plans, The planning process, Making plans effective, MBO as a tool for planning; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures- Functional product, Division, Customer, Geographic / Regional, Matrix, Hybrid, Networking organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Conceptual Foundations and Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Concept, Types and Theories of Personality: Learning: Concept and Theories of Learning, reinforcement, , Emotional Intelligence. Motivation: Concepts and their application, Need (Maslow and Herzberg), Content & Process theories, Expectancy theory, Equity theory, goal Setting theory. Leadership: Leaders and Leadership Process: Traits, Behavior, and Situational theories, Blake & Mouton's: Managerial grid, Hersey & Blanchard's situational Leadership Model, Likert's 4 system model, Fiedler's Leadership contingency theory, House's Path-goal theory, Contemporary Leadership issues: Charismatic, Transformational Leadership.

Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window
Organisational Power and Politics: Concept, Sources of Power, Tactics to gain power in Organizations. Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Readings:

1. Koontz & Heinz Weihrich: Essential of management McGraw Hill (1999)
- 2 Kaul, Vijay kumar, Management- Text & Cases, Vikas Publishing, New Delhi, 2015
- 3.Stoner&Wankel:Management
4. Stephen P. Robbins and Mary Coulter:Management, Pearson
5. Y.K. Bhushan: Fundamentals of Business Organisation& Management X Edition
6. Principles of Management, Gilbert, McGraw Hill
7. Richard L. Daft, Principles Of Management, CengageLearning,India
8. Robbins Stephen P. :OrganisationalBehaviour, Pearson Education, 12th Edition
9. LuthansFred :OrganisationalBehaviour, Tata McGraw Hill
10. Newstrom John W.: OrganisationalBehaviour, Tata McGraw Hill, 12th Edition
11. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - OrganisationalBehaviour; Tata McGraw Hill, 3rd Edition
- 12.Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India
13. Gregory Moorhead, Ricky. W. Griffin (Biztantra7 th Edition)
14. OrganisationalBehaviour by Kavita Singh, Pearson

Paper No. - Generic III: BUSINESS ETHICS & CORPORATE GOVERNANCE

Objective: The objective of this paper is to make the students aware about the importance of ethics in the business, practices of good governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Course contents:

UNIT-I

Business ethics: Introduction: Meaning of ethics, Types of business ethic issues, why ethical problems occur in business, Ethical dilemmas in business Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties Justice and fairness, The ethics of care, Integrating utility, rights, justice and caring, An alternative tomoral principles: virtue ethics, Morality in international contextEthical decision making-personal and professional moral development and moral reasoningComputer ethics and business: Computer crime, Computers and corporate responsibility Property: information and software, Computer and privacy Professional ethics: Ethics in international business

UNIT-II

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Corporate governance abuses, Role played by regulators to improve corporate governance.

Different Approaches to Corporate Governance, Leadership and Corporate Governance, Different models of Corporate Governance, Landmarks of Corporate Governance, Rights and Privileges of shareholders, Investor's Problem and protection, Corporate Governance and Other Stakeholders, Board of Directors; Role, Duties and Responsibilities of Auditors, Bank and Corporate Governance, Business Ethics and Corporate Governance.

- International experience- UK scenario(Cadbury, Greenbury and Hampel committee; US scenario(Tread way commission, Blue ribbon committee, Sarbanes oxley act); OECD principles
- Indian experience- imperatives, CII code of best practices, Kumar Mangalam Birla, Naresh Chandra, Narayan Murthy committee report, Accounting standards and corporate governance Corporate governance rating- need, importance, process, parameters

UNIT-III

Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing.

Whistle blowing: Kinds of whistle blowing, Blowing as morally prohibited, Whistle blowing as morally permitted, Whistle blowing as morally required, precluding the need for whistle blowing

Marketing truth and advertising: Marketing, Advertising, Truth and advertising, Manipulation and coercion, Allocation of moral responsibility in advertising

Trade secrets, corporate disclosure, insider trading: Trade secrets, corporate disclosure, insider trading

Accounting, finance, corporate takeovers: Accounting finance and banking, corporate restructuring and takeovers

Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring

Environmental protection: Safety and acceptable risk, Environmental harm, Pollution and it's control Product safety and corporate liability, strict liability

Unit-IV

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility

Socially Responsive Management: Strategies of response, formulating socially responsive strategies

Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self regulation in discharge of social responsibility.

Text Books:

A.C. Fernando-Business Ethics, Prentice Hall, Latest Edition.

Andrew Crane and Dark Matter- Business Ethics,Oxford Publications.

Adrain Davies – Best Practices in Corporate Governance (Gower),Latest Edition.

A.C. Fernando – Corporate Governance –Principles , Policies, and Practices (Pearson Education).

Readings:

M.Jennings-Business Ethics , Latest Edition.

Hartman-Business Ethics,Latest Edition.

MannuelG.Velasquez-Business Ethics-Concepts and Cases.

Corporate Governance – Solomon Wiley Student Edition.

Christine and Mallin-Corporate Governance,Oxford Publication

Bob Tricker-Corporate Governance,Oxford Publication.

Harvard Business School Press- Harvard Business Review on Corporate Governance,2000

Lynn Sharp Paine,Cases in Leadership, Ethics and Organizational Integrity- A strategic Perspective,2000.

Economic India, Reports on Corporate Governance, Academic Foundation, 2004.

IndrajitDube- Corporate Governance,LexisNexisButterworths Wadhwa,2009

Fredrick ,Lawerence and Williams- Society and Business

K.M. Mittal - Social Responsibility of Business

Tom MC Evans - Managing Values and Believes in Organization

LuthansHodgett and Thompson - Social Issues in Business

Adrian Davies -Strategic Approach to Corporate Governance

N. Gopalsamy - Corporate Governance a new paradigm

N.Balasubramaniam - Corporate Board and Governance

Paper No. - Generic IV: PRODUCTION & OPERATIONS MANAGEMENT

Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables.

Elementary Queuing Theory : Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons

Paper No. - Generic V: RESEARCH METHODOLOGY

Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Contents:

Unit I

Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem vs. Business Research problem.

Research Design: Exploratory, Descriptive & Causal. Validity in experimentation-internal validity and external validity. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit II

Primary Data Collection: Survey Vs Observations. Random sample collection methods. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques.

Unit III

Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, and Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design. Fundamentals of Scale Evaluation-Reliability, Validity and Generalizability Sampling: Sampling techniques, determination of sample size using statistical techniques, Cronbach's Alpha test for reliability(using software).

Unit IV

Data and the Methods of Analysis: Analysis of Variance (ANOVA) One-Way & Two-Way, Chi square test (goodness of Fit). Multivariate Data Analysis: Factor Analysis(Principal Component Analysis), Discriminant Analysis. Above statistical test also to be explained using statistical software package.

Text Books:

1. Chawla, D, &Sondhi,N. (2011) Research Methodology Concepts and Cases (1st ed.). Vikas Publishing House
2. Malhotra, N & Dash. S (2010) Marketing Research An Applied Orientation (6th ed.). Pearson, Prentice Hall of India.

Readings:

1. Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin, M. (2013). Business Research Methods (9th ed.). Cengage Learning.
2. Johnson, R.A. &Wichern, D.W. (1997) Business Statistics-Decision Making with Data (1st ed.). John Wiley & Sons.
3. Cooper, D.R. & Schindler, P.S. (2008) Business Research Methods (10th ed.). McGraw Hill Education.

Paper No. - Generic VI: ECONOMIC LEGISLATION

Objective: To impart in depth knowledge of the Law of contracts which forms the foundation of all day to day obligations in the business world. To impart conceptual and practical knowledge to students of Companies Act 2013, a historic legislation in corporate world replacing the Companies Act, 1956 . Law relating to Limited Liability partnerships in India forms an integral part of the syllabus so as to acquaint the students with this alternative form of business organisation available in the country. Essential laws of practical relevance for common people like RTI, Consumer Protection form an essential ingredient of the course content.

Course contents:

Unit I

The Indian Contract Act 1872 : Meaning and Essentials of contract; law relating to offer, acceptance consideration, competency to contract, free consent, agreements declared void, performance of contracts, discharge of contracts, breach of contracts and quasi contract. Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit II

Sale of Goods Act, 1930 : Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act, 1881: Meaning of negotiable instruments, types of negotiable instruments, promissory note, bill of exchange, cheque & bouncing of cheques.

UNIT III

COMPANIES ACT, 2013

Introduction : Meaning and Characteristics of Company, Classification of Companies, Formation of Company, Significance of Memorandum & Articles of Association , Prospectus, Issue of shares and bonus shares, rights issue, sweat equity , Directors , Composition of the Board , Company Meetings

LIMITED LIABILITY PARTNERSHIP ACT, 2008

Salient Features of LLP , Nature of LLP , Incorporation of LLP, Extent and limitation of liability of LLP and partners.

UNIT IV

CONSUMER PROTECTION ACT, 1986 : Scope & Applicability, Definition of Consumer, Consumer of goods, Consumer of Services, Unfair Trade Practice (Sec 2(1)(r), Defect in goods, Deficiency in Services, Rights of Consumers, Consumer Dispute Redressal Agencies : District Forum , State Commission, National Commission

RIGHT TO INFORMATION ACT, 2005 : Right to Information, Obligations of Public Authorities, Designation of Public Information officers, Disposal of Requests, Exemption from Disclosure of information, Third party Information, Powers and Functions of information Commission, Appeal and Penalties

FOREIGN EXCHANGE MANAGEMENT ACT, 1999 : Objective , Regulation and management of foreign exchange : Dealing in Foreign Exchange, Holding of Foreign Exchange , Current Account Transactions, Capital Account Transactions, Repatriation , Authorised Person .

Readings:

- 1) Kuchhal, M.C. and Vivek Kuchhal, Business Law, Vikas Publishing House, 4th ed. Delhi.
- 2) Singh, Avtar, Business Law, Eastern Book Company, Lucknow.
- 3) Maheshwari & Maheshwari, Business Law, National Publishing House, New Delhi
- 4) Goyal Bhushan Kumar and Jain Kinneri, Business Laws, International Book House
- 5) Reena Chadha and Sumant Chadha, Corporate Laws, Scholar Tech Press.

Paper No. - Generic VII: INDIRECT TAXES

Objective: To provide basic knowledge and equip students with application of principles and provisions of Service Tax, VAT, Central Excise, and Customs Laws and Goods and services Act

Course contents:

Unit I: Service tax

Service tax – concepts and general principles, Charge of service tax and taxable services, Valuation of taxable services, Payment of service tax and filing of returns, Penalties

Unit II: VAT

VAT – concepts and general principles, Calculation of VAT Liability including input Tax Credits, Small Dealers and Composition Scheme, VAT Procedures

Unit III: Central Excise

Central Excise Law in brief – Goods, Excisable goods, Manufacture and Manufacturer, Valuation, CENVAT, Basic procedures, Export, SSI, Job Work

Unit IV: Customs laws

Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation, Customs, Procedures, Import and Export Procedures, Baggage, Exemptions

Goods and Services Tax

Goods & Service tax – concepts and general principles, Dual nature, Charge of GST and taxable goods & services, Valuation, Payment of GST and filing of returns.

Readings:

1. V.S. Datey. Indirect Tax Law and practice, Taxmann Publications Pvt. Ltd., Delhi,
 2. Dr. Sanjeev Kumar. Systematic Approach to Indirect Taxes
 3. Dr. Vinod K. Singhania, Element of Service Tax, Taxmann Publications Pvt. Ltd., Delhi
- Online Readings/Supporting Material
1. Finance Act for relevant Assessment Year
 2. CBEC Circulars
 3. Latest court judgements