



Goa University

P.O. Goa University, Taleigao Plateau, Goa 403 206, India

Syllabus of M.Com. Programme Offered at the Department Of Commerce and Affiliated Colleges under OA 18 w.e.f from the Academic Year 2016-2017

A brief description of the Programme

- **Purpose**

The main objective of offering M.Com programme under Choice Based Credit System (CBCS) is to train manpower required for Teaching, Research and Industry requirements. After completing M.Com programme the candidate should be able to join in teaching profession as Assistant professor, join in research in any of the universities/Institutions for Ph.D programme and join the corporate world such as Banking, Insurance, Securities Market, IT enabled services and Manufacturing at managerial level positions in the areas of Accounting, Finance, Taxation, Marketing and Human Resources or start their own enterprises.

- **Prerequisites**

To seek admission to M.Com programme a candidate must have passed B.Com programme with at least 40%. The admission is granted to the candidates applied for based on percentage of marks obtained at B.Com in the order of merit. The candidate admitted are expected to possess the basic knowledge in the area of all the commerce courses covered at B.Com level.

Candidates are required to possess a Laptop during their Coursework of the M. Com. Programme.

- **Credits (theory, tutorials, practical's)**

In order to award M.Com degree the candidate must have earned **80 credits** during two years. Of these **40 credits** are from Core courses and **40 credits** are from specializations offered during the second year. However the candidate is allowed to opt for up to a maximum of 20 credits from any other department to meet the requirement. Each credit will carry 15 hours of teaching. The number of theory, tutorial and practical is indicated against each course in the list of courses presented below.

- **Number of semesters, how the courses are distributed**

The M.Com programme is divided in to Four semesters. Each semester shall have Five Courses.

- **Summer Training**

Every student has to undergo 4 weeks summer training in industrial organizations to gain hands on experience at the end of Semester II.

- **Dissertation**

As a part of M.Com Programme **Dissertation** is offered as *Optional* during the third and fourth semester as per OA-18.

M.Com -List of Courses

In the following tables, **L** refers to lectures, **T** refers to tutorials and **P** refers to practicals. Description of a course appears on the page number listed in the tables.

Core Courses

Course Code Number and Name	L-T-P (hours/week)	Credits	Page Number
COC101 Advanced Financial Management	4-0-0	4	
COC102 Research Methodology and Statistical Analysis	4-0-0	4	
COC103 Managerial Accounting	4-0-0	4	
COC104 Capital Markets	4-0-0	4	
COC105 Business Policy and Strategic Management	4-0-0	4	
COC201 Corporate Accounting	4-0-0	4	
COC202 Organizational Behaviour	4-0-0	4	
COC203 Marketing Management	4-0-0	4	
COC204 Security Analysis and Portfolio Management	4-0-0	4	
COC205 Business Statistics and Econometrics for Managers	4-0-0	4	

Specialization courses

The students are required to opt for 5 papers during the third semester and 5 papers during the fourth semester from one of the two specializations.

Accounting & Finance

Course Code Number and name	L-T-P (hours/week)	Credits	Page Number
COO3A1 Corporate Tax Planning and Management	4-0-0	4	
COO3A2 Cost Management and Control	4-0-0	4	
COO3A3 Financial Services	4-0-0	4	
COO3A4 International Business	4-0-0	4	
COO3A5 Banking Operations and Management	4-0-0	4	
COO4A1 Indirect Taxes	4-0-0	4	
COO4A2 Derivatives Market	4-0-0	4	
COO4A3 International Financial Management	4-0-0	4	
COO4A4 Management of Financial Services	4-0-0	4	
COO4A5 Insurance Management	4-0-0	4	

Business Management

Course Code Number and name	L-T-P (hours/week)	Credits	Page Number
COO3B1 Retail Marketing	4-0-0	4	
COO3B2 Human Resource Development	4-0-0	4	
COO3B3 Advertising and Sales Management	4-0-0	4	
COO3B4 Materials Management	4-0-0	4	
COO3B5 Business Environment and Policy	4-0-0	4	
COO4B1 Entrepreneurship Development	4-0-0	4	
COO4B2 Tourism and Travel Management	4-0-0	4	
COO4B3 Services Marketing	4-0-0	4	
COO4B4 International Trade and Environment	4-0-0	4	
COO4B5 Business Ethics and Corporate Governance	4-0-0	4	

Field-based Optional Courses

Course Code Number and name	L-T-P (hours/week)	Credits	Page Number
COO4D Dissertation		8	

Recommended distribution of courses Semester-Wise

SEMESTER	Course Number
Semester – I	COC101
	COC102
	COC103
	COC104
	COC105
Semester – II	COC201
	COC202
	COC203
	COC204
	COC205

Summer Training:

At the end of 2nd semester, students will have to undergo four weeks (10th May to 10th June) summer training to gain on the job experience in commercial / industrial organisations / finance & investment companies / professional firms such as CA's, Stock Brokers, Project management Consultants / small and medium enterprises in Goa or outside. At the end of the summer training, students will be required to produce a certificate of experience for duration of four weeks to become eligible for admission to the second year M.Com Course.

Semester – III (Accounting and Finance)	COO3A1
	COO3A2
	COO3A3
	COO3A4
	COO3A5
Semester – III (Business Management)	COO3B1
	COO3B2
	COO3B3
	COO3B4
	COO3B5
Semester – IV (Accounting and Finance)	COO4A1
	COO4A2
	COO4A3
	COO4A4
	COO4A5
Semester – IV (Business Management)	COO4B1
	COO4B2
	COO4B3
	COO4B4
	COO4B5
Dissertation	COC4D

COC101 Advanced Financial Management [4 Credits]

Learning Objective: *The objective of this course is to help students understand the process of financial decision making to enhance share holders wealth.*

UNIT 1: Introduction (8 Hours)

Introduction to Financial Management: Meaning, nature and scope of finance – Financial goal (profit vs. wealth maximization) – Finance functions – Investment, financing and dividend decisions – Organization of Finance function – Finance and other related areas. *(Only Theory)*

UNIT 2: Capital Budgeting (15 Hours)

Investment Decisions: Nature of investment decisions – Investment evaluation criteria – Methods of Capital Budgeting (payback period, accounting rate of return, net present value, internal rate of return, profitability index) – NPV and IRR comparison – Capital rationing

Risk analysis in capital budgeting – Meaning and nature – Risk adjusted discount rate – Certainty Equivalent – Statistical Techniques to handle risk – Probability Assignments – Standard Deviation and Coefficient of Variation – Probability Distribution approaches – Independent and Dependent Cash Flows over time – Decision Tree Analysis. *(Includes Practical Problems)*

UNIT 3: Financing Decisions (15 Hours)

Meaning and Importance of financing decisions - Meaning and significance of cost of capital – Calculation of cost of capital (debt, preference capital, equity capital and retained earnings) – Combined cost of capital (weighted) – Cost of equity and CAPM

Operating and Financial Leverage – Measurement of leverage - Effects of operating and financial leverage on profit – Analyzing alternate financial plans – Combined / Composite Leverage *[Including practical problems]*

Capital Structure Theories (Net Income, Net Operating Income, Traditional, and M.M hypotheses) – Determining capital structure in practice. *(Only Theory)*.

UNIT 4: Working Capital Management (15 Hours)

Management of Working Capital: Meaning, significance, and types of working capital – Calculating operating cycle period and estimation of working capital requirements – Financing of working capital and norms of bank finance – Sources of working capital – Various committee reports on bank finance – Dimensions of Working Capital Management – Cash-Inventory-Receivables Management *(Includes Practical Problems)*.

UNIT 5: Dividend Decisions (7 Hours)

Dividend Policies: Issues in dividend decisions - Walter's model – Gordon's model – MM hypothesis - Dividend and uncertainty – Relevance of dividend – Dividend policy in practice – Forms of dividends – Stability in dividend – Corporate dividend behaviour *(Includes Practical Problems)*.

Suggested Readings:

1. Brealey, Richard A and Steward C. Myers; Corporate Finance, McGraw Hill, New York.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
3. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.
4. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
5. Van Horne, J.C. and J.M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice – Hall, Delhi.
6. Pinches, George E: Essential of Financial Management; Harper and Row, New York.
7. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
8. Archer, Stephen, H. Choate G Marc, Racette, George; Financial Management; John Wiley, New York.
9. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richards D. Irwin, Homewood, Illinois.
10. Ross, Wester field and Jordan, Fundamentals of Corporate Finance (6/e), TMH, NW Delhi
11. V.K. B halla, Financial Management and Policy, Anmol Publishers, New Delhi.
12. V.K. Bhalla, Working Capital Management, Anmol Publishers, New Delhi.
13. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.

COC102 Research Methodology & Statistical Analysis [4 Credits]

Learning Objective: *This course is designed to motivate the students in the field of research and enable them to develop the methodology for research work. It is also aimed to equip the students with the skills which will enable them to formulate research objectives, hypothesis, and develop appropriate research design. At the end of the course work, students will be in a position to apply appropriate data analysis tools and techniques in the research reports. During the course of study, students will be familiarized with the statistical software used for data analysis.*

UNIT 1: Introduction to Research Methodology (5 Hours)

Meaning and importance of research – Steps in the process of research – Ethics in research – Types and methods of research – Features of Good research – Fallacy in Research

UNIT 2: Literature Review & Research Design (9 Hours)

Importance of literature review – Identification of source of information – literature search procedure - online/offline sources – Identification of research gap – Defining research problem – Identification of objectives – Developing related hypothesis – research design

UNIT 3: Introduction to Data Management (12 Hours)

Data Sampling techniques or methods – sampling design – sample size – sampling and non sampling errors – meaning and importance of data - Types and source of data - Primary and Secondary data – Methods of collecting primary data - tools for data collection - Questionnaire Designing – Conducting Pilot survey – Secondary Data collection

Attitude measurement and scaling – Validating Data / Data Reliability - Data entry operation using appropriate software's – Importing and Exporting data files between different software's – Data editing and formatting – coding, classification, tabulation- data mining

UNIT 4: Statistical Analysis of Data (25 Hours)

Data Analysis – Organizing and Summarizing the Raw data – Measures of Central Tendency – Measures of Dispersion – Skewness and Kurtosis – Correlation and Regression Analysis – Theory of Probability – Mathematical Expectation – Theoretical Probability Distributions (Binomial, Poisson, and Normal) *(Includes Practical Problems)* Theory of Estimation and Hypothesis testing *(Using MS-Excel, SPSS, Gretl)*

UNIT 5: Report Writing (9 hours)

Intellectual Honesty and Ethics (Plagiarism - Cheating - Fabrication and Falsification - Multiple Submission - Misuse of Academic Materials - Complicity in Academic Dishonesty) – Use of Data Base Management and Scientific Editing - Tools using available open source Software - Types of Reports – Planning report writing – Research report format – Principles of writing – Documentation – Writing/typing the report – Briefing – Evaluation of a research report.

Suggested Readings:

1. Chawla, Deepak and Sondhi, Neena. Research Methodology: Concepts and Cases. Vikas Publishing House Private Ltd.
2. Cooper, Donald R and Schindler, Pamela S, Business Research Methods, Tata McGraw Hill.
3. Krishnaswami, O. R and Ranganathan. M. Methodology of Research in Social Sciences. Himalaya Publishing house.
4. Gupta, S.C. Fundamentals of Statistics. Himalaya Publishing House.
5. Aizel, Amir D & Sounderpandian, Jayavel. Complete Business Statistics, Tata McGraw Hill.
6. Sachdeva, J. K., Business Research Methodology, Himalaya Publishing House

COC103 Managerial Accounting [4 Credits]

Learning Objective: This course aims at strengthening the technical skills of students in the area of corporate accounting and enhancing their knowledge on contemporary issues and developments in the area.

UNIT 1: Management Accounting and Accounting Standards and Practice (12 Hours)

Accounting – Meaning – Scope – Need – Branches of Accounting - Methods of Accounting – Concepts –Conventions – Limitations – Financial Accounting Vs Cost Accounting Vs Management Accounting –Significance – Nature – Scope – Functions – Tools and Techniques of Management Accounting – GAAP – International Accounting Standards Committee (IASC) – International Accounting Standards Board (IASB) – Accounting Standards Board (ASB) –Indian Accounting Standards.– Need and Significance of IFRS- IFRS Vs IAS – Adaptability and limitations of IFRS in India.

UNIT 2: Financial Statements and Analysis (12 Hours)

Financial Statements – Types of Financial Statements – Income Statement – Balance Sheet – Fund Flow Statement – Cash Flow Statement – Owners Equity Statement – Need – Significance –Limitations –Comparison of all Financial Statements – Companies Act 1956 Amendments to Financial Statements- **Financial Statement Analysis;** Meaning – Need –Objectives – Techniques – Comparative Statement Analysis – Common Size Statement Analysis – Ratio Analysis – Trend Analysis – Statement of Changes in Financial Position - Funds Flow Analysis – Funds Flow Statement Vs Income Statement – Funds Flow Statement Vs Balance Sheet- Uses and Importance – AS 3 Revised Cash Flow Analysis – Cash Flow Statement Vs Funds Flow Statement – Advantages and limitations of Cash Flow Statement. *(Includes Practical Problems)*

UNIT 3: Marginal Costing and Budgetary Control (12 Hours)

Definition – Marginal Costing Vs Absorption Costing – Contribution – P/V Ratio – Margin of Safety — Cost – Profit – Volume Analysis – Computation of Break Even Point (BEP) – Composite Break – Even Point – Contribution – Angle of Incidence – *(Including Practical Problems)*

Marginal Costing and Decision Making – Pricing Decisions – Profit Planning and Maintaining Desired Level of Profit - Make or Buy Decisions – Problem of key or Limiting Factor - Export Decisions – Sales Mix Decisions – Shutdown or Continue Decisions. *(Including Practical Problems)*

Budgets and Budgetary Control - Introduction – Definition – Budget – Budgeting – Budget Control – Characteristics – Process of Budgetary Control - Classification of Budgets - Zero Based Budgeting. *(Includes Practical Problems)*

UNIT 4: Leasing and Price Level Accounting (12 Hours)

Meaning – Need and Significance – Types of Lease – Financial Lease – Operating Lease – Sale and lease Back – Leveraged Lease – Sales Aid Leasing – Structure of Lease Rentals – Effects in Financial Statements and Taxation – Advantages and Disadvantages – Evaluation of Lease or Buy Decision

Inflation Accounting – Concept – Limitations of Historical Cost based Financial Statements – Methods of Inflation Accounting – Current Purchasing Power Method (CPP) – Current Cost Accounting Method (CCA). *(Includes Practical Problems)*

UNIT 5: Contemporary Developments in Accounting (12 Hours)

Financial Measures of Performance: Introduction – Return on Investment (ROI) – Concept – Uses and Limitations – Economic Value Added (EVA) - Concept – Significance – Measurement of EVA – Balance Score Card (BSC) – Concept – Objectives – Perspectives of BSC – Multiple Score Card – Activity Based Costing – Responsibility Centers - **Accounting Standards and Disclosure Practices in India** - Disclosures of Accounting Policies – Valuation of Inventory – Cash Flow Statement(CFS) – Depreciation Accounting – Revenue Recognition – Accounting for Investments – Segment Reporting – Consolidated Financial Statements – Provisions – Contingent Liabilities and Assets.

Suggested Readings:

1. I.M. Pandey: Management Accounting, Vikas Publishing House.
2. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
3. Sharma and Gupta, Management Accounting, Kalyani Publishers.
4. Ravi M. Kishore, Advanced Management Accounting, Taxmann Publication.
5. S. N. Maheshwari, Management Accounting and Financial Control, Sultan Chand and Sons.
6. Jain, Narang, Accounting Theory and Management Accounting, Kalyani Publisher.
7. Saxena & Vashisht, Cost and Management Accounting- Methods, Techniques, Applications, Sultan Chand & Sons.

COC104 Capital Markets [4 Credits]

Learning Objective: This course aims to acquaint the students with the knowledge of financial markets, instruments its working mechanism and regulatory framework.

UNIT 1: Financial Markets and Instruments (12 Hours)

Introduction to Investment: Investment – objectives of investments – Factors determine Investments – Investment and Speculation – Investment and Gambling – Investment and Arbitrage – Investment Alternatives – Investment Process - Short – term Investment Options – Long – term Investment Options – Equity – Bonds – Mutual Funds – Index – Derivatives – Depositories – Investment Environment in India.

UNIT 2: Securities Market (12 Hours)

Security Markets Segments - Products - Types of Securities – Meaning – Security Market – Functions of Security Markets – Stock Exchange – Role of Stock Exchange in Securities Markets – Participants in Securities Markets – Regulators of Securities Markets – Key Indicators of Securities Markets

Developments In Indian Security Market: Reforms in Indian Securities Markets – Market Regulators – Screen Based Trading – Equity Derivative Trading – Clearing Corporation – Investor Protection – Globalization – Volatility Index (VIX) – Issue of Capital and Disclosure Requirements

UNIT 3: Primary Market (12 Hours)

Issue of Securities: Issue of Shares – Need of Issue – Kinds of Issue – Meaning of Issue Price – Market Capitalization – Public Issue Vs Private Issue – Initial Public Offer – Book Building Process – Foreign Capital Issuance: ADR's and GDR's

Pricing of Securities: Pricing of Issues - Price Discovery under Book Building Process – Cut off Price – Floor Price – Price Bands – Outcry System – Listing Agreement – Listing of Shares – Delisting of Shares

Documentation of Issue of Securities: Registrar of Companies – Issue of Prospectus – Types of Prospectus – Offer Document Vs Prospectus – Due Diligence

UNIT 4: Secondary Market (12 Hours)

Introduction to Secondary Market ;Meaning of Secondary Market – Role of Secondary Market – Primary Market Vs Secondary Market – Stock Exchange – Types of Exchanges – Role of Exchange - **Trading Of Securities in Secondary Market:** Trading of Securities – Trading Methods –Membership in Stock Exchanges - NEAT System – Types of Markets in Trading – Trading Procedures and Systems – Orders Management in Trading – Trade Cancellation – Auctions Markets

Clearing and Settlement - Clearing and Settlement – Transaction Cycle – Settlement Agencies – Clearing and Settlement Process – Clearing Process – Settlement Process – Settlement Cycle – Securities and Funds Settlement

UNIT 5: Risk management and Regulatory Framework (12 Hours)

Risks Surveillance - Risk in Settlements – Types of Risks – Risk Management: Capital Adequacy Requirements – Margins – Types of Margins – Online Exposure Monitoring – Offline Monitoring

Regulatory System of Indian Securities Market - Legal Frame Work – SEBI (Intermediaries) Regulations 2008 – SEBI (Prohibition of Insiders Trading) Regulations 1992 – SEBI (Prohibition of Fraudulent and Unfair Trade Practices) Regulations 2003 -Indian Company Law – Income Tax Act – Disclosure Practices under Listing Agreement

Suggested Readings:

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
4. Martin Pring, Technical Analysis Explained, McGraw Hill.
5. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
6. Hull, Introduction to Futures and Options, Prentice Hall.
7. French, Don, Security and Portfolio Analysis, Merrill Publishing Co.
8. Preeti Singh, Investment Management, Himalaya Publishing.
9. Devin S., Portfolio Management, Prentice Hall.
10. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
11. Agarwal, A Guide to Indian Capital Markets, New Delhi.

COC105 Business Policy & Strategic Management [4 Credits]

Learning Objective: *Course will help the students to understand the relationships of organizations to their environments, the hierarchy of organizational objectives, structured as well as informal approaches to strategic planning, the integration of business functions, organizational structure, and policy implementation and evaluation.*

UNIT 1: Introduction to Business Policy (12 Hours)

Business and its nature – Forms of Business Organizations – Business Goals – Vision, Mission and Objectives Evolution, Nature, Importance, and Purpose of Business Policy.

UNIT 2: Introduction to Strategy and Strategic Management (12 Hours)

Policy Vs Strategy – Positioning – Traditional and modern approaches to Strategy – Intended / Deliberate / Realized / Unrealized / Emergent Strategies – Strategic Management Process – Gap Analysis: Functional Analysis [FA] / Environmental Analysis[EA] – Organizational Direction – strategic intent.

UNIT 3: Strategy Formulation (12 Hours)

Formulation of Strategy – Integration of inputs from Functional and environmental Analysis – Critical question Analysis and SWOT Analysis – Organisational Level Strategy (General Strategic Options – Portfolio Analysis and Display Matrices [BCG and GE]) – Business Level Strategy (5 force analysis) – Functional Level Strategy (Purchasing / Production / Marketing / Personal / Finance) – Individual Level Strategy.

UNIT 4: Strategy Implementation (12 Hours)

Implementation of Strategy - Issues connected with strategy Formulation and Implementation (Success / Roulette / Trouble / Failure) – Analyse Strategic Change / Types of strategic Change / Approaches to Strategic Change – Analyse Organisation Structure – Analyse Organisation Culture / Change and Organisational Culture / Effect of Culture and Culture Web – Implementation Approaches.

UNIT 5: Strategy Evaluation and Control (12 Hours)

Strategy Evaluation and Control - Significance, Importance, and types of Information systems – Basics of Management Control System – Nature, Importance of Strategic Evaluation and Control and various Participants involved – Issues to be Assessed for Evaluation and control – Process of strategic Evaluation and Control (Fixing Benchmark of Performance / Measurement of Performance / Analysing Variance / Taking Corrective Actions) – Techniques of Strategic Evaluation (Gap Analysis – SWOT Analysis – PEST Analysis – Benchmarking) – Types of Strategic Control (Premise Control / Implementation Control / Strategic Surveillance / Special alert control) – Strategic Audit.

Suggested Readings:

1. Aswathappa K. Business Environment for Strategic Management, Text and Cases McGraw Hill Education,2003
2. Azhar Kazmi, Strategic management and business policy,3rd Edition,2008
3. Samuel C. Certo and J Paul Peter, Strategic Management, Mc. Graw Hill USA,1991
4. Peter F. Drucker, Management: Tasks, Responsibilities, Harper Collins Publishers1st edition ,1986

COC201 Corporate Accounting [4 Credits]

Learning Objective: To train students in the field of corporate finance, trying to respond to the demands presented by competitive and globalized economy which requires specialized agents in these disciplines

UNIT 1: Financial Statements (14 Hours)

Meaning, Nature and Uses of Financial statements as per Schedule-III – Companies Act, 2013. Preparation and presentation of financial statements (includes Balance sheet, Statement of Profit and loss), Advanced adjustment entries – Treatment of taxation, Bonus and dividend to shareholders, managerial remuneration (*Includes Practical Problems*).

UNIT 2: Amalgamation, Reconstruction and Liquidation of Companies (20 Hours)

Meaning of **Amalgamation and Reconstruction**; types and methods of accounting for Amalgamation, Calculation of Purchase consideration; Accounting treatment in the books of transferor & transferee Company as per Accounting Standard – 14. (*Includes Practical Problems*)

External & Internal Reconstruction - Meaning and Nature, Accounting treatment for alteration and reduction of share capital; Reorganization through Surrender of Shares. (*Includes Practical Problems*)

Liquidation of Companies -Legal aspects-Meaning and types of winding up; Preparation of Statement of Affairs and Deficiency/surplus Account; Liquidator's Final Statement of Account (*Includes Practical Problems*).

UNIT 3: Holding Companies (12 Hours)

Concept of Holding and Subsidiary Companies ; Advantages and Disadvantages of holding companies, Preparation of consolidated balance sheet, Minority Interest, Intercompany transactions and profits , Consolidation of Profit and loss accounts, Inter – company holdings, Dividend received by parent company from the subsidiary company (*Includes Practical Problems*).

UNIT 4: Banking and Insurance Companies Accounting (10 Hours)

Accounting for Banking Companies – Accounts and Audit – Accounting System – Books required – Guideline of RBI for Balance Sheet – Final Accounts (*Includes Practical Problems*)

Accounting for Insurance Companies – Types of Insurance – Revenue Account – Determination of Profit – Life Insurance – General Insurance – Final Accounts (*Includes Practical Problems*).

UNIT 5: Contemporary Issues in Accounting (4 Hours)

Introduction: Recent developments in Accounting- Environmental Accounting, Human Resource Accounting, Social Responsibility Accounting and Forensic Accounting – Introduction to TALLY ERP 9 - Features of Tally ERP, Advantages, Creating Company, Maintenance of Inventory

Suggested Readings:

1. D.K Goel & Shelly Goel, Corporate Accounting , Arya publication
2. Ruchi Goyal, V. K. Goyal. Corporate Accounting. 3.ed : PHI Learning.
3. S N Maheshwari, S K Maheshwari. Corporate Accounting. 5th ed : Vikas Publishing House.
4. M. C. Shukla, T.S. Grewal, S.C. Gupta. Advanced Accounts. 18th .ed : S.Chand Publishing. Vol. II.
5. Ashok Sehgal, Deepak Sehgal. Advance Accounting: Corporate Accounting. 6th. ed. : Taxmann Allied Services Pvt. Ltd. Vol. II.
6. Tulsian, P. C. Introduction to Corporate Accounting. 13. ed. : S. Chand Publisher.
7. Chhavi Sharma, Nirmal Gupta. Corporate Accounting : Theory and Practice.
8. Maheshwari, S.N : Advanced Accountancy-Vol. II, Vikas Publishing House, New Delhi
9. Shukla, M.C. and T.S. Grewal : Advanced Accountancy, Sultan Chand & Co., New Delhi revised edition 2015

COC202 Organizational Behaviour [4 Credits]

Learning Objective: *To understand how Human Behaviour affects workplace dynamics. To apply the principles of taking a human approach to Corporate i.e using the Human Relations approach to maximize individual and Corporate Goals.*

UNIT 1: Organizational Behaviour – Understanding Self (12 Hours)

Organisational Behaviour– Organisational Multidiscipline – Different Model of Men (Economic, Social, Organization, Self-Actualization, Complex, Impulsive and Compulsive)

Individual Behaviour is studied through – Perception – Personality –Values – Attitudes–Motivation – Learning

UNIT 2: Conflict Management, Power and Organizational Politics - Understanding Others (12 Hours)

Conflict Management – Define Conflict–Conflict and Competition –Changing Views of Conflict – Traditional and Current views of Conflict –Nature of Conflict – Levels of Conflict – Sources of Conflict – Functional and Dysfunctional Conflict – Effects of Conflict –A Model of Conflict – Assertive Behaviour– Interpersonal Orientations – Facilitating Smooth Relations

Power and Organisational Politics –Meaning of Power – Dependency in Power Relationship Sources of Power– Legitimate – Reward – Coercive – Expert –Referent – Organisational Politics – Influence and Political Power

UNIT 3: Group Behaviour and Group Dynamic (12 Hours)

Group Behaviour and Group Dynamic – Group Dynamics – Definition – Properties of Group –Types of Groups– Formal and Informal Groups – Comparison between Formal and Informal Organisation –Nature and Effect of Informal Groups– Benefits of Informal Groups –Formation of Informal Leader – Identifying and Rewarding Informal Leaders – Key Roles of Informal Leader- Difference between Task Leadership Roles and Social Leadership Roles – Multiple Informal Leaders– Formal Groups – Committees – Systems Factors to Consider –Structured Approaches – Potential Outcomes of Formal Group – Processes – Consensus – A Key Issue in Decision Making– Weaknesses of Committees

UNIT 4: Stress Management and Counselling (12 Hours)

Stress Management–Concept – Extreme Products of Stress – Causes and Symptoms of Stress – Job Related Causes of Stress – Frustration – Stress and Job Performance – Stress and Employee Health –Stress Vulnerability – Approaches to Stress Management

Counselling – Meaning – Characteristics of Counselling – Manager’s Counseling Role – Need for Counselling – Types of Counselling- Directive – Non-directive- Participative – A Contingency View

UNIT 5: Team, Team Building and Change Management (12 Hours)

Team And Team Building – Life Cycle of Team – Ingredients of Effective Teams – Potential Team Problems Need for Team Building – The Process – Specific Team-Building Issues – Skills Useful in Team Building – Characteristics Of Mature Teams – Individual Territories versus Team – Self Managing Teams – Virtual Teams.

Change Management –Nature of Change – Responses to Change – Cost and Benefits of Change –Resistance to Change – Nature and Effect – Reasons for Resistance – Types of Resistance – Possible Benefits of Resistance – Implementing Change – Transformational Leadership and Change –Elements of Transformational Leadership –Three stage Model of change Process –Building Support for Change

Suggested Readings:

1. Aswathappa K., ‘Organisational Behaviour’, Himalaya Publishing House, New Delhi, 2005.
2. Fred Luthans-‘Organisational Behavior’, McGraw Hill Publishing Company, New York, 2005.
3. Gene Burton & Manab Thakur, ‘Management Today-Principles & Practice’, Tata McGraw Hill Public Company Ltd., New Delhi, 2005.
4. Heinz Wehrich and Harold Koontz, Management - A Global Perspective, Tata McGraw- Hill Publishing Company Limited, 2000.
5. James A.F. Stoner, R. Edward Freedom And Daniel R. Gilbert - ‘Management’, Prentice Hill Inc., New Jersey
6. Jit S.Chandan, ‘Organisational Behaviour’, Vikas Publishing House, New Delhi, 2000.
7. John W. Newstrom , Organisational Behaviour, Tata McGraw- Hill Publishing Company Limited

COC203 Marketing Management [4 Credits]

Learning Objective: Discuss marketing basic and International marketing perceptives and throw light on the tools and techniques used for marketing research which facilitates managerial decision-making.

UNIT 1: Introduction to Marketing (10 Hours)

Introduction to Marketing – Difference between Marketing and Sales – Marketing Environment – Market Analysis – Segmentation and Targeting – Positioning. Difference between goods and services marketing, Industrial Marketing. Fundamental of Marketing (4P's and 7P's), Product Life Cycle (PLC), New Product development

UNIT 2: Consumer Behaviour (10 Hours)

Introduction to consumer behaviour – Definition of consumer behaviour - Applications of consumer behaviour - Consumer modeling – Classical (*Marshallian Economic Motivation Model / Pavlovian Learning Model / Freudian Psychoanalytic motivations Model / Veblenian social-Psychological Factors Model / Hobbesian organisational Factors Model*) and Contemporary (*Philip Kotler / Nicosia / Howard Seth*) Consumer Behaviour Models

Consumer decision making process - Consumption and post purchase behaviour - Consumer satisfaction concept - consumer delight - Consumer Value - Consumer Value Delivery Strategies - Competitive advantage through customer value Information – Customer value determination process - Measuring customer satisfaction.

UNIT 3: International Marketing (10 Hours)

Introduction to International Marketing – Nature, significance, important, and scope – International Marketing Vs domestic Marketing – Advantages and disadvantages of International marketing - Transition from domestic to transnational marketing - International Marketing Environment (Internal / External) – Major Decisions in International Marketing - Impact of environment on international marketing decisions.

International market entry strategies - Foreign Market Selection - Selection of foreign markets - International positioning - Product Decisions - Pricing Decisions - Promotion Decisions - Distribution Channels and Logistics - Functions and types of channels - Channel selection Decision..

UNIT 4: Marketing Research (10 Hours)

Definition, Scope, Significance, Limitations - Types of marketing research - various sources of market Information – Methods of collecting Market Information – Primary and Secondary data – Sampling - Probability and Non Probability Sampling methods - Sample Design - Questionnaire design (linking objectives with relevant categories of questions and corresponding data analysis tools / techniques) - Scaling Techniques (Nominal, Ordinal, Interval, Ratio, Perceptual Map, Semantic Differential, Likert, and Rating & Ranking Scales).

UNIT 5: Application of Marketing Research (20 Hours)

Concept testing - Brand Equity Research - Brand name testing - Commercial eye tracking – Package designs - Positioning research - Pricing Research - Shop and retail audits - Advertising Research – Copy Testing - Readership surveys and viewer ship surveys - Ad tracking - viral marketing research – Uni / Bi / Multi Variate Data Analysis using - Cross Tab / Correlation and Regression / Factor Analysis / Cluster Analysis / Conjoint analysis / Discriminant analysis / Multidimensional scaling.

Suggested Readings:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, Marketing Management: A South Asian Perspective, 14/e,
2. Rama Bijapurkar, A Never - Before World : Tracking the Evolution of Consumer India, Penguin Publication, 2012
3. Rajendra Nargunkar, Marketing Research 3E- Tata McGraw-Hill Education, 2008
4. Beri G C, Marketing Research 5th Edition Tata McGraw-Hill Education, 2009
5. Satyabhushan Dash, Naresh K. Malhotra, Marketing Research : An Applied Orientation 6th Edition, Pearson Education Singapore Pte Ltd, 2006
6. K. Nirmala, Anil Kumar, H.R Appannaiah, P.N. Reddy Services Marketing Published by Himalaya Publishing House (2000)
7. David A. Aaker V. Kumar George S. Day Robert P. Leone, Marketing Research 10th Edition 10th Edition, Wiley India Pvt Ltd

COC204 Security Analysis and Portfolio Management [4 Credits]

Learning Objectives: To familiarize the students with the various approaches of portfolio management and portfolio selection models.

UNIT 1: Investment – Risk and Return Analysis (12 Hours)

Investment and Types Of Investments : Meaning – Investment Objectives – Investment Process - Factors – Investment Avenues in India – Government Securities – Money Market Instruments – Equity – Bonds – Mutual Funds – Financial Derivatives – **Return Measurement:** Return – Meaning – Holding Period Return – Expected Value of Return – Measuring Returns from Historical Data – Measuring Average Returns Over Multiple Period – Arithmetic Average Returns – Geometric Average Return – Rupee Weighted Average Return **(Including Problems)** - **Risk Measurement:** Risk – Meaning – Source of Risk – Market Risk – Interest Risk – Purchasing Power Risk – Business Risk – Financial Risk – Types of Risk – Systematic Risk – Un-Systematic Risk – Measurement of Risk – Standard Deviation as a Measure of Risk – β As a Measure of Risk (Including Problems) – Measurement of Risk and Return of Securities **(Including Problems)**

UNIT 2: Valuation of Securities (12 Hours)

Fixed Income Securities: Types of Fixed Income Securities – Risk and Return Analysis of Fixed Income Securities – Alternative Investments of Fixed Income Securities – **Bonds:** Types of Bonds – Valuation of Bonds – Types of Returns on Bonds – Pricing of Bonds - Yield Curve - Bond Duration and Convexity – Immunization of Bonds **(Including Problems)** - **Share Valuation:** Concept of Present Value – Share valuation Model – Dividend Discount Model - One Year Holding Period – Multiple Year Holding Period – Constant Growth Model – Multiple Growth Model – Multiplier Approach to Share Valuation **(Including Problems)**

UNIT 3: Security Analysis (12 Hours)

FUNDAMENTAL ANALYSIS: Meaning – Objectives and Beliefs of Fundamental Analysis – Economy Analysis – Economic Forecasting – Forecasting Techniques – Industry Analysis – Industry Life Cycle – Industry Characteristics – Company Analysis – Source Information for **COMPANY ANALYSIS** – Operating Analysis – Management Analysis – Financial Analysis - Types of Financial Statements – Analysis Of Financial Statements – Earnings Quality Estimations - **TECHNICAL ANALYSIS:** Meaning – Assumption of Technical Analysis - Dow Theory – Trends and Trend Reversal – Oscillators – Relative Strength Index – Charting – Types of Price Charts – Price Patterns - **EFFICIENT MARKET THEORY:** Random Walk Theory – The Efficient Market Hypothesis – Forms of Market Efficiency – Test of Efficient Market Hypothesis.

UNIT 4: Portfolio Selection Models (12 Hours)

Markowitz's Modern Portfolio theory – Assumptions – Construction of Portfolio with Two Securities – Diversification– **Sharpe Single Index Model** – Measuring Security Returns and Risk – Measuring Portfolio Return and Risk – **Capital Asset Pricing Model (CAPM)** – Riskless Lending and Borrowing Portfolios – Capital Market Line (CML) – Security Market Line (SML) – Pricing of Securities with CAPM – Limitations Of CAPM – **Arbitrage Pricing Theory** – Assumptions – Arbitrage Pricing for One Risk Factor – Two Factor Arbitrage Pricing – Multiple Arbitrage Pricing.

UNIT 5: Portfolio Performance Evaluation and Revision (12 Hours)

Portfolio Performance Evaluation – Need – Meaning – Risk Adjusted Returns – Performance Evaluation Ratios – Sharpe's Ratio – Treynor's Ratio – Jensen Ratio – **Portfolio Revision** – Need for Revision – Meaning – Constraints – Portfolio Revision strategies – Formula Plans – Constant Rupee Value Plan – Constant Ratio Plan – Dollar Cost Averaging

Suggested Readings:

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
4. French, Don, Security and Portfolio Analysis, Merrill Publishing Co.
5. Preeti Singh, Investment Management, Himalaya Publishing.
6. Devin S., Portfolio Management, Prentice Hall.
7. Cheney, Muses, Fundamentals of Investments
8. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons

COC205 Business Statistics & Econometrics for Managers [4 Credits]

Learning Objective: This course is designed to develop the skills of statistical analysis of students. During the course of study, students will be familiarized with the statistical software used for data analysis. Every student should be able to understand the reasons for not resorting to plagiarism while preparing research reports.

UNIT 1: Statistical Analysis of Data - I (12 Hours)

Time Series Analysis – Components of time series – analysis of time series – measurement of trend – measurement of seasonal variation (*Includes Practical Problems*)

Hypothesis Testing: measures used for analyzing the relation, estimation and prediction of data –Power of a test, Large sample tests for proportions, means and standard deviations - Small sample tests – t and F tests (*Includes Practical Problems*)

UNIT 2: Statistical Analysis of Data – II (12 Hours)

Parametric tests – Tests of Significance Based on t, F and Z Distributions – ANOVA – one way and two way classification (*Includes Practical Problems*)

Uni/Bi/Multi Variate Analysis - Factor Analysis - Discriminant Analysis – Cluster Analysis – Conjoint Analysis - Use of Computer software in data analysis (*Using Excel, SPSS, Gretl*) (*Results Interpretation*)

UNIT 3: Statistical Analysis of Data – III (12 Hours)

Non – Parametric tests – Chi-square test – Test of Goodness of Fit – Test for Independence of Attributes Non-Parametric Methods – Sign Tests – Wilcoxon Signed Rank Test – Kruskal Wallis Test - Significance of reliability - Parametric Vs non-parametric tests (*Includes Practical Problems*)

UNIT 4: Introduction to Econometrics (12 Hours)

What is Econometrics – methodology of econometrics – types of econometrics – role of different software – regression versus causation – regression versus correlation – terminology - nature & sources of data for economic analysis - CLRM –Assumption, properties of OLS estimation, Co- efficient of determination– R^2 and Adjusted R^2 (*Results Interpretation*)

UNIT 5: Introduction to Regression Analysis (12 Hours)

Two –variable regression analysis – Classical linear regression models – Multiple regression analysis - Multicollinearity: consequences of multicollinearity, detection and solution - Heteroscedasticity: Nature and Causes; Consequences; Detection by graphical analysis of residuals; Solution of Heteroscedasticity - Autocorrelation: nature and causes; Consequences; Detection and D-W Test (*Results Interpretation*)

Suggested Readings:

1. Brooks, C., Introductory Econometrics for Finance, 2008, Cambridge University Press
2. Gujarati, D., Basic Econometrics, 2003, Mc Graw-Hill
3. Gujarati, D., Essentials of Econometrics, 2006, Mc Graw- Hill
4. Greene, W., Econometric Analysis, 2003, Prentice Hall
5. Maddala & Lahiri, Introduction to Econometrics, 2009, Wiley India Edition
6. Ramanathan., Introductory Econometrics with applications, 2002, Thomson South-Western
7. Wooldridge J., Introductory Econometrics A modern Approach, 2002, South Western
8. Krishnaswami, O. R and Ranganathan. M. Methodology of Research in Social Sciences. Himalaya Publishing house.
9. Gupta, S.C. Fundamentals of Statistics. Himalaya Publishing House.
10. Aizel, Amir D & Sounderpandian, Jayavel. Complete Business Statistics, Tata McGraw Hill.
11. Sachdeva, J. K., Business Research Methodology, Himalaya Publishing House

COO3A1 Corporate Tax Planning and Management [4 Credits]

Learning Objective: *The course aims at providing the students a comprehensive introduction to Income Tax so as to enable them in computing income from different sources and also helps them in understanding the concept and importance of corporate tax planning.*

UNIT 1: Direct Tax Laws - I (20 Hours)

Introduction – Residential Status – Incomes exempt from tax – Income from Salaries – Perquisites – Valuation of Perquisites- tax treatment of different forms of Salary Income (*Includes Practical Problems*)
 Income from House Property – chargeability – computation of income from let out and self occupied house property (*Includes Practical Problems*)
 Profits and gains of Business or Profession – chargeability – deductions allowed in respect of expenses/ allowances – depreciation – expenditure on scientific research – amortization of preliminary expenses – amounts expressly disallowed under the act (*Includes Practical Problems*)

UNIT 2: Direct Tax Laws - II (14 Hours)

Income from Capital Gains – chargeability – computation of capital gain – capital gains exempt from tax – short term and long term capital gains charged to tax (*Includes practical problems*)
 Income from Other Sources – clubbing of income – set off and carry forward of losses (*Includes practical problems*)
 Deductions from gross total income – Return of income and assessment (*Includes Practical Problems*)

UNIT 3: Corporate Tax Planning and Taxation of Companies (10 Hours)

Tax Planning, Tax Avoidance and Tax Evasion

Corporate Tax Planning: Meaning and objectives – Scope of corporate tax planning – Types of companies – residential status of a company and tax incidence – Areas for corporate tax planning – Tax management – Assessment of income – Filing of returns.

Taxation of Companies: Computation of income under the heads of income applicable to corporate assesses – Set off and carry forward of losses – Deductions available in respect of gross total income – Computation of taxable income – Tax liability of a company (*Only Theory*)

UNIT 4: Tax Planning - I (8 Hours)

Tax planning with reference to setting up a new business – Location of new business – Nature of business – Forms of organization – Tax planning in respect of newly established industrial undertakings in free trade zones – Newly established 100% export oriented undertakings – Tax planning in respect of industrial undertakings engaged in infrastructural development or other activities. (*Only Theory*)

UNIT 5: Tax Planning – II (8 Hours)

Tax planning and corporate financial decisions -Tax planning vis-a-vis corporate capital structure – Investment decision – Dividend decision – Issue of bonus shares - Tax planning with reference to other managerial decisions - Purchase of assets out of owned funds or out of borrowed funds - Own or lease – Purchase by instalments or hire – Sale of assets used for scientific research work – Make or buy – Shutdown or continue

Tax planning and employees remuneration - Formulation of an ideal wage policy or salary package for employees – Provision for various perquisites and facilities – Tax incidence of a wage policy in the hands of employees – Deduction of tax at source (*Only Theory*)

Suggested Readings:

1. Singhania, V.K., Direct Taxes: Laws and Practices, Taxman Publications, New Delhi.
2. Singhania, V. K., Students' Guide to Income Tax, Taxmann Publications, New Delhi
3. Singhania, et al, Direct Taxes: Planning and Management, Taxman Publication, New Delhi.
4. Bhagwati Prasad, Direct Taxes, New Age, New Delhi.
5. Mehrotra and Goyal, Direct Taxes – Tax Planning and Management, Sahitya Bhaavan, Agra.
6. Srinivas, Corporate Tax Planning, TMH, New Delhi.
7. Lakhota, Corporate Tax Planning, Lakhota, New Delhi

COO3A2 Cost Management and Control [4 Credits]

Learning Objective: Students will be able to learn the latest developments in the area of Cost Management and will be familiarized with practical applications of the latest tolls and techniques used for controlling cost.

UNIT 1: Introduction to Cost Management and Responsibility Accounting (6 Hours)

Introduction - Meaning – uses of Cost Management – contemporary business environment – Basic cost concept– Cost drivers – cost pools and Cost objects.

Responsibility Accounting – Process of implementation – Responsibility reporting - Centers of control – Benefits and problems of Responsibility accounting – Responsibility center

UNIT 2: Performance Evaluation Techniques and Activity Based Costing (14 Hours)

Performance measurement - ROI method – Residual Income or Economic Value Added (EVA) method – Comparative evaluation of ROI and EVA. [*Practical problems*]

Transfer Pricing – Benefits – Methods – Transfer pricing in multinational companies– Labour turnover – Causes – Measurement – Cost of labour turnover - Cost-benefit analysis of training and development.

Activity Based Costing - ABC and conventional costing system – Merits and demerits– Developing and implementing ABC – Key issues in ABC – ABC in service organization- The Balanced Scorecard – Balanced scorecard perspectives - Characteristics of good balanced scorecard

UNIT 3: Learning Curve and Value Engineering (12 Hours)

Learning Curve Model- Phases – Learning curve applications – factors affecting learning curve [*Theory and practical problems*]

Target Costing - Target costing process – Advantages – Cost reduction methods in target costing – Tear-down analysis

Value engineering – Reengineering Life-Cycle Costing – Product life-cycle and cost control– Project life-cycle costing – Categories of project life-cycle costs – Optimization of project life-cycle – Total Quality Management (TQM) – Kaizen Costing.

UNIT 4: Linear Programming (14 Hours)

Linear Programming Meaning – assumptions – application of LP techniques – Constraints – Limitations (including problems) Network Analysis - Introduction – objectives – stages – drawing network diagram – PERT – CPM [*Theory and practical problems*]

UNIT 5: Transportation and Assignment Costing (14 Hours)

Transportation Problems Introduction - applications – conditions – stages [*Theory and practical problems*]

Assignment Problems - Introduction – stages – balance & unbalance assignment problems – maximize the objective function [*Theory and practical problems*]

Suggested Readings:

1. Ravi M. Kishore, *Advanced Management Accounting*, Taxmann Publications
2. Jawahar Lal Strategic Cost Management Himalaya Publishing House.
3. Kaplan & Atkinson, *Advanced Management Accounting*, Pearson Education Asia
4. Ingram, Albright & Hill, *Managerial Accounting*, South-Western: Thomson Learning
5. Jawahar Lal, *Cost Management*, Tata McGraw-Hill Publishing Co.
6. Ronald W. Hilton, *Managerial Accounting*, Tata McGraw-Hill Publishing Co.
7. Hilton, Maher, & Selto, *Cost Management*, Tata McGraw-Hill Publishing Co.
8. Hanson & Mowen, *Cost Management: Accounting and Control*, Thomson Southwestern, (4/e), 2003.
9. Horngreen, Foster, & Datar, *Cost Accounting: A Managerial Emphasis*, Prentice Hall.
10. Edward Blocher, *Cost Management: A Strategic Emphasis*, Tata McGraw Hill.

COO3A3 Financial Services [4 Credits]

Learning Objective: *This course aims at providing a comprehensive knowledge on various financial services and the industry.*

UNIT 1: Introduction to Financial Services (6 Hours)

Overview of Financial Services in India, Growth, Structure and Types, Evolution of Financial Services in India, Banking and Non - Banking Companies, Classification of Non –Banking Companies and NBFC’s Activities.

UNIT 2: Leasing and Hire Purchase (10 Hours)

Leasing: Introduction - Concept and Classification of Leasing, essential elements of Leasing- Types of Leasing (finance lease & operating lease- Forms of Leasing, Procedure of a Lease (Modus Operandi) Advantages and Limitations of Leasing and Legal aspects of leasing.

Hire Purchase: Introduction, Meaning, Definition- Characteristics- Nature of Hire Purchase- Modus Operandi of Hire Purchase transaction, Hire Purchases v/s Installment Payment System, and Lease Financing

UNIT 3: Factoring and Credit Rating (18 Hours)

Factoring: Introduction, Meaning of Factoring, How Factoring works, Types of Factoring, Functions of factoring, Cost of Factoring, Factoring v/s Forfaiting, Advantages & Disadvantages of Factoring.

Credit Rating: Introduction, Concept of Credit rating, Definition, Scope, need, Types of credit rating, Credit rating agencies in India process of Credit Rating, advantages & Disadvantages of Credit rating, Rating of Debt obligations, Rating services, Equity rating, Rating process and methodology, Rating symbols, International Credit rating agencies, methodologies and process with services

UNIT 4: Venture Capital (8 Hours)

Venture Capital: Venture Capital -Definition and Meaning of Venture Capital- Need for Venture Capital- Characteristics of Venture Capital - Modes of Venture Capital Financing- Company- Trust- Limited Partnership- Comparative analysis of different modes of Venture Capital Financing - Stages in Venture Capital Financing – Venture Capital Process- Meaning of Angel- Choosing an Angel- Features of Angels- TIE (The IndUS Entrepreneurs) - Venture Capital Assistances and Schemes in India and Abroad

UNIT 5: Mergers & Acquisitions (18 Hours)

Mergers and Acquisitions – Introduction and Overview of mergers and acquisitions - Various Forms of Corporate Restructuring – Restructuring: Underlying Issues

Merger and Acquisition - Process –Participants in Restructuring Activities- Post-merger Integration – Reasons for Failure of Mergers and Acquisitions.

Takeovers - Takeover Defenses, Friendly v/s Hostile Takeovers – Alternative Takeover Tactics – Takeover Defenses – Preventive Anti-takeover Measures – Active Anti-takeover

Suggested Readings:

1. Khan M.Y, Financial Services,, Tata McGraw Hill
2. I.M. Pandey, Venture Capital - The Indian Experience, Prentice Hall India
3. J.C. Verma., Venture Capital Financing in India, Response Books
4. V.A. Avadhani, Financial Services and Markets, Himalaya Publishing House
5. I.M. Pandey, Venture Capital - The Indian Experience, Prentice Hall India
6. J.C. Verma., Venture Capital Financing in India, Response Books
7. Gordan & Natarajan, Financial Marketsand Services, Himalaya Publishing House
8. K. Ravichandran, Merchant Banking & Financial Services, Himalaya Publishing House
9. S.Shiva Ramu , Corporate Growth through Mergers & Acquisitions , Sage Publications
10. John Humphrey , Kaplinsky and Saraph , Corporate Retructuring , Sage Publications
11. Sudarshan , The Essence of mergers and acquisitions ,PHI
12. Ranjit Kumar Mandal , Corporate Mergers in India ,D.K.Publishers
13. Vijay Kumar Kaushal , Corporate Takeovers in India , D.K Publishers

COO3A4 International Business Management [4 Credits]

Learning Objective: This course aims at providing the knowledge and management of international business and to understand the influence of various environmental factors on international business operations.

UNIT 1: Introduction to International Business (IB) (12 Hours)

Nature and Scope of International Business, Importance – Domestic v/s International Business - Drivers of IB - Evolution of IB - Theories of International Business – Mercantilisms - Theory of Absolute Advantage - Theory of Comparative Advantage - National Competitive Advantage.

Modes of International Business - Entry Strategies–Exporting – Licensing – Franchising – Strategic Alliance - Contract Manufacturing -Assembly - Integrated Local manufacturing, Foreign Investment

UNIT 2: International Business Environment (6 Hours)

Economic, Political, Socio-Cultural and Ethical, Legal and Technological Environment.

UNIT 3: Global Direct Investment and Balance of Payment (BOP) (10 Hours)

Foreign Direct Investment – Introduction, Theories of FDI, Benefits and Costs of FDI, FDI in India and abroad, Multinational Corporations – MNC Culture

Balance of Payment (BOP) – Structure, Equilibrium, Disequilibrium and different approaches to Adjustment

UNIT 4: International Human Resource Management and Operations Management (18 Hours)

International HRM – Nature and Scope - International HRM v/s domestic HRM - HR planning - Selection of expatriates - expatriates training - expatriates remuneration - expatriates failures and ways of avoiding – Repatriation - Employee relations.

International Operations Management - Nature - Strategic issues – sourcing v/s vertical integration - facilities location - strategic role of foreign plants - international logistics - managing service operations - managing technology transfers.

UNIT 5: International Economic Institutions and Economic Integration (14 Hours)

International Economic Institutions - World Bank (WB) - International Monetary Fund (IMF) - United Nations Conference on Trade and Development (UNCTD) - General Agreement on Tariff & Trade (GATT) - World Trade Organization (WTO) - Asian Development Bank (ADB) – structure – functions - Role in international business.

International Economic Integration – SAARC – NAFTA – BRICS – European Union (EU) – ASEAN - structure – functions - Role in international business.

Suggested Readings:

1. Vyuptakesh Sharan, International Business Management, Pearson Education, 2012
2. Francis Cherunilam International Business Text and Cases, PHI Learning Pvt. Ltd, 2010
3. Charles W.L. Hill and Arun K. Jain, International Business Competing in Global Marketplace, Tata McGraw Hill Publishing Company Ltd, 2009
4. K Aswathappa, International Business, Tata McGraw Hill Publishing Company Ltd, 2010.
5. Anant Kumar Sundaram, J. Stewart Black, International Business Environment:, Prentice Hall, 1995
6. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
7. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
8. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
9. Hill, Charles W. L., International Business, McGraw Hill, New York.

COO3A5 Banking Operations & Management [4 Credits]

Learning Objective: *The course aims at providing the students a comprehensive knowledge on banking its operations as well as various banking sector reforms and regulatory environment.*

UNIT 1: Commercial Banking in India (15 Hours)

Evolution – Traditional Banking Functions – Emerging Role – Structure – Growth and Development of Banking in India – Role of RBI – Banking Sector Reforms – Narasimham Committee I and II Recommendations – Strengths & weaknesses of Indian Commercial banks – Challenges ahead – Consolidation in Indian Banking Sector – RBI's policy regarding Bank Licensing to Private Corporate Sector – Objectives & tasks of RBI – Structure of RBI – Monetary Policy of RBI - Banking Innovations - E-banking, Universal Banking, - emerging trends in E-banking - Technology in banking services

UNIT 2: Management of Capital Funds & Deposits in Commercial Banks (12 Hours)

Capital Adequacy in Banks - Functions of capital funds in commercial banks – Basle norms on capital adequacy – Capital adequacy norms in Indian commercial banks – Present position of capital adequacy in Indian Commercial banks – deposit mobilization in commercial banks – challenges – formulating marketing strategies to overcome challenges – implementing marketing strategy

UNIT 3: Management of Loans in Commercial Banks (12 Hours)

Characteristics of commercial bank loans – principles of sound bank lending – formulating loan policy – factors affecting loan policy – contents of loan policy – evaluating credit applicant – supervision of loans – new norms of working capital financing by banks

UNIT 4: ALM & NPAs in Commercial Banks (9 Hours)

Meaning – Objectives of ALM – Functions of ALM – Process of ALM – Measurement of Risk – Management of Risk – Utility of ALM – ALM Policies & Practices of Banking System in India – Non-Performing Assets (NPAs) – RBI Guidelines on NPAs

UNIT 5: Non-Banking Finance Companies & Micro-Finance Institutions (12 Hours)

Nature & significance of NBFCs – Types – NBFCs in India – Evolution & Growth – Regulatory Norms – challenges before Indian NBFCs – Nature of Micro Finance Institutions (MFIs) – MFIs in India – Recent initiatives by NABARD – Micro finance initiatives by SIDBI

Suggested Readings:

1. Gerald Hatler, Bank Investments and Funds Management, Macmillan
2. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
3. M. Y. Khan, Indian Financial System, Tata Mc Graw Hill.
4. Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead, Response Books.
5. Bharti Pathak, Indian Financial System, Pearson Education.
6. Agarwal O.P., Banking and Insurance, Himalaya Publishing House
7. Satya Pal Sharma N. K. Et al, Banking and Insurance, Himalaya Publishing House
8. Sethi Jyotsna, Bhatia Nishwan, Elements of Banking & Insurance, Prentice Hall of India, 2007
9. Guruswamy S., Indian Financial System, Tata Mc Graw Hill Education Pvt Ltd., 2011
10. Vasant Desai, Bank Management, Himalaya Publishing House

COO4A1 Indirect Taxes [4 Credits]

Learning Objective: To gain expert knowledge of the principles of the indirect tax laws and the relevant rules and principle emerging from leading cases.

UNIT 1: The Goa Value Added Tax (VAT) (12 Hours)

Basic concept of VAT – Tax credit system to remove cascading effect – Sales tax v/s VAT

Definitions – Business, Dealer, Goods, Declared Goods, Input Tax, Manufacture, Output Tax, Person, Sale, Sale Price, Turnover, Works-Contract, Taxable Turnover

Registration of Dealer – Incidence of Tax – Composition of Tax – Net Tax of Registered Dealers – Input Tax Credit – Returns & Payment of Tax – Assessment – Appeals (*Includes Practical Problems*)

UNIT 2: Service Tax (12 Hours)

Nature of levy of Service Tax – Taxable event – Valuation – Classification of service - Basics of service tax – General exemptions – general exemptions to small service providers – abatement and composition in case of some services – service tax credit

Registration – Invoice – records to be maintained by assessee – Payment of Service Tax – Service Tax Returns – Self assessment – demand of tax – refund of excess tax paid – interest for delayed payment of tax – Services on which tax payable (*only names of services and no details*) (*Includes Practical Problems*)

UNIT 3: Central Excise Act, 1944; and the related Rules, Central Excise Tariff Act 1985 (12 Hours)

Basics of Central Excise duty – types of excise duties – excisable goods – taxable event – manufacture – deemed manufacture – Goods covered under MRP Provisions – Manufacturer

Central Excise Tariff Act (CETA) 1985 and Customs Tariff Act (CTA) 1975 – rules for interpretation of Tariff – Other provisions relating to classification – Trade Parlance theory

Methods of calculation of duty payable – Applicability of MRP provisions – Transaction value as Assessable value – inclusions and exclusions from Transaction value – Central Excise Valuation Rules (*Includes Practical Problems*)

UNIT 4: Central Excise Act, 1944; and the related Rules, Central Excise Tariff Act 1985 (12 Hours)

Concept of Cenvat Credit – Cenvat credit of input service – input service distributor – Cenvat credit of duty paid on capital goods – taking and utilisation of credit – reversal of credit (*Includes Practical Problems*)

Basic procedures in Central excise – registration of factory – payment of excise duty – returns under central excise – Demand of duty – Refund of duty – Assessee – Assessment – Provisional Assessment - Excise concession to small scale industries (*Only Theory*)

UNIT 5: Customs Act, 1962 and Customs Tariff Act, 1975 (12 Hours)

Nature of Customs duty – Territorial waters and customs waters – ‘Goods’ under Customs Act – Basic Customs Duty – Additional Customs Duty – Protective Duties – Countervailing Duties – Safeguard Duty – NCCD of Customs

Transaction Value at the time and place of importation – rate of exchange for customs valuation – (*Includes Practical Problems*) Inclusions and exclusions from Assessable value – Methods of Valuation of Customs – Baggage – rate of Customs duty of Baggage (*Includes Practical Problems*) Exemptions from Customs duty – demand of customs duty – refund of customs duty

Suggested Readings:

1. V. S. Datey : Taxmann’s Indirect Taxes Law and Practice, 31st Edition, 2013
2. Sandip P Bhandare & Manurish Pai Raikar : A Guide To Goa VAT, Trinity Publishers, April 2005
3. Vineet Sodhani : Taxmann’s Indirect Tax Laws (Module 1, Module 2 & Module 3), Edition 2013
4. V. S. Datey : Taxmann’s Student’s Guide to Service Tax & VAT, 2nd Edition, 2012
5. www.dateyvs.com

COO4A2 Derivatives Market [4 Credits]

Learning Objectives: This course aims to acquaint the students on the working mechanism of financial and commodity derivatives markets in India.

UNIT 1: Overview of Derivative Market (12 Hours)

Meaning – Definition – Need – Features – Types of Products – Types of Functions – History and Growth in India – Participants – Players – Functions – Exchange Trade versus OTC

Regulatory Mechanism of Indian Derivatives Markets: The Role of SEBI – The role of Forward Commission – The Role of Derivative Exchanges in India – LC Gupta Committee Recommendation on Derivatives.

UNIT 2: Futures and Forward Markets (12 Hours)

Meaning – Types of Futures – Features - Specifications of Future Contracts - Futures Vs Forwards - Participants in Futures Contracts – Payoff's in Future Contracts – Futures Market Trading Mechanism in India – Types of Margins and computation of Margins – Computation of Positions in Futures (*Including Problems*)

Pricing and Value of Futures Contract - Cost of Carry Models – Reverse Cost of Carry Model - Strategies in Future Contracts - Hedging – Arbitrage – Speculation — Index Futures – Features of Index Futures – Techniques for Estimating Variability of Stock Price - Construction of Index – Types of Index Construction Methods – Hedging with Index Futures. (*Including Problems*)

UNIT 3: Options Derivatives (12 Hours)

Meaning – Types of Options – Features of Options - Call Options – Put Options - Payoffs in Options – Moneyness in Options - Option Vs Futures - Option Positions – Option Margins — Trading Mechanism of Option Markets in NSE and BSE

Option Strategies: Factors affecting the Pricing of Options- Covered Puts- Protective Puts – Put-Call Parity - Valuation of Options – Option Trading Strategies - Spreads – Straddles – Strangles – Strips (*Including Problems*)

UNIT 4: Volatility of Risk Measurement Options (12 Hours)

Greek letters for Risk Measurement – Pricing of Options – Binomial Option Pricing Model (BSOP) - One Way Model – Two Way Model – Limitations of BSOP– Black – Scholes Option Pricing Model – Significance – Limitations (*Including Problems*)

UNIT 5: Currency and Commodity Derivatives (12 Hours)

Currency Forwards – Currency Futures – Currency Options – Pricing – Trading Strategies – Interest rate Derivatives – Interest Rate Futures – Forward Rate Agreements (FRA) – Swaps – Options – Swaptions – Trading Strategies -

Commodity Derivative Markets : Introduction – Products – Functions – Trading Mechanism in INDIA – Commodity Futures and Options – Pricing of Commodity Futures and Options – Strategies for Hedging Speculation and Arbitrage in Commodities Derivatives.

Suggested Readings:

1. Hull C. John, "Options, Futures and Other Derivatives", Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Sunil K. Parameswaran, "Futures Markets: Theory and Practice" Tata-McGraw-Hill Publishing Company Ltd.
5. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
6. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
7. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.
8. S.P Srinivasan and Dr B. Janakiram , International Financial management, Biztantra, New Delhi.
9. Niti Bhasin, Banking and Financial Markets in India , New Century Publications
10. D. C. Patwari, Options and Futures- An Indian Perspective, Jaico Publishing House.
11. John Hull, Introduction to Futures and Options Markets, Prentice Hall.
12. Punithavati Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.
13. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw Hill.
14. Nick Battley, Introduction to Commodity Futures and Options, Irwin
15. Richard Waldron, An Introduction to Commodity Trading, Quantum Publishing Company.
16. Russell Wasendorf, All About Commodities From the Inside Out, Probus Publishing.
17. J. D. Hamon, Advanced Commodity Trading Techniques, Windsor Books.

COO4A3 International Financial Management [4 Credits]

Learning Objectives: This course aims to familiarize the students with the International Monetary System, International Financial Market and its instruments and Foreign Exchange Market.

UNIT 1: International Financial Management and International Monetary Systems (12 Hours)

Meaning - Futures of International Finance – Need – Significance –Development of International Trade - Scope of International Finance – International Financial Management and Domestic Financial Management – Growth of International Finance and the Changes in Indian Financial Markets - Gold Standard – Gold Exchange Standard – Bretton Wood System – Flexible Exchange Rate System – Fixed Exchange Rate System – Types of Exchange Rate Regimes – The Role of IMF and World Bank in International Trade – Subsequent International Monetary Developments

UNIT 2: Financial Management of Multinational Firm (12 Hours)

International Financing – Short Term Financing of MNCs – Short Term Borrowing and Investment – Cash Management of MNCs – Long Term Financing - Evaluating Borrowing Decision – Funding Avenues in Global Markets

International Project Appraisal - Capital Budgeting and the Factors Affects the Capital Budgeting of MNC – Methods of Capital Budgeting of MNCs - NPV and Adjusted NPV Approach

Cost of Capital of MNC – Cost of Debt – Cost of Equity – Cost of Loans – Over-all Cost of Capital – Tax Implications on Cost of Capital to Subsidiary and Parent Company

Capital Structure – Capital Structure of Parent and Subsidiary Company - Capital Structure of MNC and its impact on Value of Parent Company. *(Includes Practical Problems)*

UNIT 3: Foreign Exchange Markets and Exchange Rate Mechanisms (12 Hours)

Features – Participants – Spot – Futures – Forwards – Options – Types of Transactions – Types of Players – Trading of Forex Transactions – Settlement of Forex Transactions

Types of Trading in Foreign Exchange Market: Hedging – Speculations – Arbitrage – Covered Interest Rate Arbitrage – Borrowings and Investing Markets – Tax Implications - Indian Foreign Exchange Markets – History - Evolution - Developments and Forex Regulations – Regulatory Mechanism of Indian Forex Market

Exchange Rate Mechanism – Quotations – Types of Quotations – Exchange Rate Determinations in Spot and Forward Markets – Factors Influencing Exchange Rate – Law of One Price - Purchasing Power Parity – Interest Rate Parity – Fisher Effect - International Fisher's Effect *(Includes Practical Problems)*

UNIT 4: Measuring and Management of Foreign Exchange Exposure (12 Hours)

Exposure: Meaning – Types of Foreign Exchange Exposure – Transaction Exposure – Operating Exposure – Accounting Exposure *(Includes Practical Problems)* - **Management of Foreign Exchange Exposure** – Need – Hedging of Transaction Exposure – Hedging of Operating Exposure – Management of Accounting Exposure *(Includes Practical Problems)*

UNIT 5: International Financial Markets and Instruments (12 Hours)

World Bond Market – Euro Market – International Equity Market – Market Structure and Trading Practices – International Equity Benchmarks –**International Financial Instruments** – EURO Credits – Revolving Credit – Term Credit – EURO Bonds – Straight Bonds – FRNs – EURO currency Deposits – Call Deposits – Term Deposits – CD – EURO Notes – EURO issues – GDR – ADRS – FCCB

Suggested Readings

1. Jeff Madura, International Financial Management, 6th Ed., South-Western, 2000
2. Cheol S.Eun, Bruce G.Resnick,. International Financial Management, Irwin McGraw Gill.1998.
3. Maurice D.Levi, International Finance, 3rd Ed., McGraw Hill, 1996.
4. Alan C.Shapiro, Multinational Financial Management. Prentice Hall India.
5. Maurice , D. Levy (1996), International Finance McGraw Hill International Editions, New Delhi.
6. Shapiro Alan, C (1996), Multinational Financial Management, Prentice Hall International , New Delhi.
7. Apte, P.G. (1998), International Financial Management, Tata McGraw Hill Publishing Company, New Delhi.
8. Sharan, V. (2001), international Financial Management, prentice Hall of India Pvt. Ltd., New Delhi.
9. Madhu Vij (2001), Multinational Financial Management, Excel Books, New Delhi.
10. Jeevanandam,C (2001), Foreign Trade Finance & Risk Management,Sultan Chand & Sons, New Delhi.

COO4A4 Management of Financial Services [4 Credits]

Learning Objectives: *This course aims at providing a comprehensive knowledge on various financial services and the industry with the major focus on Mutual funds and depository services.*

UNIT 1: Mutual Funds – I (14 Hours)

The concept of a Mutual Fund, Meaning & Definition ; Advantages of Mutual Fund investing- types of mutual funds – mutual fund classification - Open-end Funds/Closed-end Funds/Fixed Term Plans, Load Funds/No Load Funds, Tax Exempt/Non Tax Exempt Funds - Money Market Funds, Equity Funds, Debt Funds, Commodity Funds, Real Estate Funds-Organisation, Management and Procedure of setting of Mutual Funds – mutual fund industry in India

UNIT 2: Mutual Funds – II (12 Hours)

Offer document – contents of offer document - Mutual fund investment plans – Systematic investment plans, systematic transfer plan, systematic withdrawal plan – fund distribution channels – agents, pre-requisites to become a distributor – mutual funds commission structure - investor services – how to invest in mutual funds

UNIT 3: Depository and Depository Core services – I (12 Hours)

Meaning of Depository, Depository services in India, Functions of depository- Overview and Benefits of depository system- Account opening- procedure of Account opening- prerequisites for demat request Demat process, Rematerialisation, pre-requisites to a remat request and Core services provided by depository. Depositories as intermediaries- Depository Participant (DP) agent of depository- Transmission and Nomination- Trading and Settlement - Pledge and Hypothecation- Procedure for Pledge/Hypothecation- Creation of Pledge/Hypothecation by Pledge or- Closure of a Pledge/Hypothecation by Pledge or - Invocation of Pledge by Pledge- Invocation of Hypothecation- Substitution of Securities Offered in Pledge- Corporate Benefits for Pledged/Hypothecated Securities - Corporate Actions - Procedure for Corporate Actions

UNIT 4: Depository and Depository Core services – II (10 Hours)

Internet Initiatives at NSDLSPEED-e- SIMPLE- SPICE- IDeAS- and STEADY. Overview of NSDL- Depository System- Legal Aspects -rights and obligations of depositories, depository participants, issuers and beneficial owners. Depositories Act 1996- Section 4, 7, 8, 9, 10, 14, and 16. Eligibility Criteria for a Depository- Registration- Commencement of Business- Agreement between Depository and Issuers- Rights and Obligations of Depositories- Records and Functions to be maintained by Depository -Business Rules of NSDL Functions- Services Offered by NSDL - Depository Participants- Eligibility criteria prescribed by the SEBI (Depository & Participants) Regulations, 1996- Role of Issuer/R&T Agent in Corporate Benefits

UNIT 5: Securitization (12 Hours)

Introduction to Securitisation as Financial Instrument of the New Millennium, Definition, Concept, Need for securitisation, Securitization in India, Securitisation asset classes, Benefits of securitization, Legal issues in securitization, Securitisation laws- (SARFAESI) Act, Players involved in Securitisation, Securitisation structure, Process of Securitisation - Securitisation markets world over and India. Pass Through Certificate and Pay Through Securities structure, Different Instruments of Securitisation

Suggested Readings:

1. Khan M.Y, Financial Services,, Tata McGraw Hill
2. V.A. Avadhani, Financial Services and Markets, Himalaya Publishing Ho
3. Mutual Funds Products & Services, Indian Institute of Banking & Finance, Taxmann Publishers
4. Gordan & Natarajan, Financial Marketsand Services, Himalaya Publishing House
5. K. Ravichandran, Merchant Banking & Financial Services, Himalaya Publishing House
6. NCFM- Depositories Module
7. NISM – Mutual Funds Module Series

COO4A5 Insurance Management [4 Credits]

Learning Objectives: *To acquaint the student about the changing scenario in Life Insurance and the techniques of General Insurance- understanding the pricing mechanics –Risk management and about the different Regulators for Insurance Sector.*

UNIT 1: Introduction to Insurance Business (12 Hours)

Definition of insurance - Characteristics of insurance – Principles of contract of insurance – General Concepts of Insurance – Insurance and hedging – Types of insurance – Insurance intermediaries

Life Insurance Business - Fundamental principles of life insurance – Basic features of life insurance contracts - Life insurance products – Traditional and unit-linked policies – Individual and group policies - With and without profit policies – Types of life insurance policies – Term insurance – Whole life insurance and its variants – Endowment insurance and its variants – Annuities – Claim settlement

UNIT 2: General Insurance (12 Hours)

General Insurance Business - Fundamental principles of general insurance – Fire insurance – Marine insurance – Motor insurance – Personal accident insurance – Property and Liability insurance – Rural insurance – Social Insurance –Miscellaneous insurance – Claims settlement

UNIT 3: Pricing of Insurance Products (12 Hours)

Meaning of rate/premium, Objectives of rate making, Rate making in life insurance business – Basic methods of rate making – Net single premium – Net annual level premium – Premium concepts – Level premium – Basic premium – Office yearly premium – Premium tables – Tabular premium – Rebate – Extra premium – Rider premium – Bonus – Calculation of premium and bonus. *(Includes Practical Problems)*

Rate making in general insurance business – Principles – Basic methods of rate making – Judgment rating – Class rating – Merit rating.

UNIT 4: Risk Management in Insurance Sector (12 Hours)

Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses – Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal risk management – Loss forecasting

Risk Assessment, Analysis, Evaluation, Risk Control and Treatment - Risk Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk

UNIT 5: Regulatory Framework and Underwriting Process (12 Hours)

History and Growth of Insurance in India - Formation of LIC/GIC – Regulatory environment – Need for Regulation in Insurance sector - Insurance Act 1938 – IRDA Act 1999 – Purpose, duties, powers and functions – Registration and Licensing of Insurance Re-insurance contract-- Underwriting Process – Definition – Objectives and Principles of Underwriting – Underwriting in Life Insurance

Suggested Readings:

1. George Rejda, Principles of Risk Management and Insurance, Pearson Education.
2. S. Balachandran, General Insurance, Insurance Institute of India.
3. S. Balachandran, Karve, Palav, Life Insurance, Insurance Institute of India.
4. M. Y. Khan, Indian Financial System, Tata McGraw-Hill.
5. Bharti Pathak, Indian Financial System, Pearson Education.
6. C. Arthur, William Jr., Michael Smith, Peter Young, Risk Management and Insurance, McGraw-Hill
7. Trieschmann, Gustavson, Hoyt, Risk Management and Insurance, South Western College Publishing.
8. Gupta, P. K, Insurance and Risk Management, Himalaya Publishing House
9. Insurance Theory and Practice , Nalini Prava Tripathy & Prabir Pal, Prentice – Hall of India , Pvt Ltd, New Delhi

COO3B1 Retail Marketing [4 Credits]

Learning Objective: The course aims at providing the students a comprehensive knowledge on Indian Retail Industry and policy initiatives under FDI in retail.

UNIT 1: An Overview of Retailing (14 Hours)

Definition – Importance – Functions – Characteristics of Retailing – Retail Industry – Growth of Retail in India – Global Retailers – Classification of retail organizations – types of ownership – merchandise offered – type of retail store – store retailing – non - store retailing – Traditional and Modern retail formats in India – Product retailing v/s Service Retailing – Role of Services in Retailing – Trends in the Indian Retail industry – Airport Retailing – Railway Retailing – Multichannel Retailing (*Case Studies*)

UNIT 2: Retail Market Strategy (10 Hours)

Retail Strategy – Process of formulating retail strategy – Target Market and Retail Format – Growth strategies – diversification strategies – achieving competitive advantage and positioning – International expansion – Financial Management in retail – Sources of finance – Global growth opportunities (*Case Studies*)

UNIT 3: Retail Location and Layout (12 Hours)

Importance of store locations – types of locations – steps involved in choosing a retail location - Country/region analysis – trade area analysis – site evaluation and selection – steps in site selection – store design and layout – exterior design and layout – interior design and layout – interior design elements – Visual merchandising – Space planning – Store Atmospherics (*Case Studies*)

UNIT 4: Merchandise Planning- Procurement and Pricing (14 Hours)

Merchandising – Merchandise planning – process of merchandise planning – Develop sales forecast – factors affecting merchandise function – functions of merchandise manager – Assortment Planning – Merchandise Budget – methods of determining inventory valuation - Merchandise buying – Branding Strategies – Private label brands – national brands – Process of merchandise procurement – Global sourcing – vendor relations - Merchandise Pricing – Retail price – Setting retail price – elements – Price adjustments – pricing strategy – external influences on retail pricing strategy – retail pricing objectives
Analyzing merchandise performance (*Case Studies*)

UNIT 5: Retail Marketing Mix (10 Hours)

International retail marketing – Foreign Direct Investment in Indian Retail Sector – Single Brand & Multi-Brand Retail – Global scenario of FDI in retail sector – FDI Policy initiatives

Suggested Readings:

1. Michael Levy, Barton Weiz & Ajay Pandit : Retailing Management (6th Edition), Tata Mc Graw Publishing Co., New Delhi
2. Chetan Bajaj, Rajnish Tuli & Nidhi Srivastava : Retail Management, Oxford University Press
3. K V S Madaan : Fundamentals of Retailing, Tata Mc Graw Publishing Co., New Delhi
4. Swapna Pradhan : Retailing Management – Text and Cases , Tata Mc Graw Publishing Co., New Delhi

COO3B2 Human Resource Development [4 Credits]

Learning Objective: *To make students aware of how an organization acquires rewards, motivates, uses, and generally manages its people effectively. The course also introduces various practices and techniques for evaluating performance, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.*

UNIT 1: Human Resource Planning and Recruitment (12 Hours)

Human Resource Planning- Meaning, Definition, Objective, Need, Scope and benefit of Human Resource Planning- Process of human resource Planning – Recruitment and Selection – Meaning – Definition – Need- Sources of recruitment: External & Internal – Factors governing recruitment – Recruitment process of internal v/s external recruitment- Advantage and disadvantages-Selection process –types of interview and common Interview problems. Job Analysis – Job description and Job Specialization-Job Enlargement and Job enrichment.

UNIT 2: Direct and Indirect Compensation and Pay for Performance (12 Hours)

Direct compensation: Wage and Salary – Traditional Approach to compensation: Internal Equity and External Equity, Indirect Compensation: Employee Benefits. PFP - Determinants of effective PFP, Problems with PFP, legal implications of PFP and steps in selection of a PFP system.

UNIT 3: Training and Performance Appraisal (12 Hours)

Training & Performance Appraisal – Training: Meaning, Definition and Importance of training, Training process – Methods and techniques of training. Performance Appraisal: Meaning, Definition and Objective of performance appraisal, Appraisal Process and Methods of Performance Appraisal, Problems encountered in Performance Appraisal.

UNIT 4: Human Relations and Human Resource Management (12 Hours)

Fundamental concepts – nature of people, Nature of organizations. Approaches – human resource approach, result oriented approach and systems approach. Understanding social system and social culture and organizational culture. Career Planning, Succession planning, Employee counseling, coaching, mentoring and HR audit.

UNIT 5: Leadership, Motivation, Empowerment, and Participation (12 Hours)

The nature of leadership, Behavioral approaches to leadership styles and Contingency approaches to leadership. Motivation – Motivational drives, Human needs – Theories of motivation and The Expectancy Model. The nature of Empowerment and Participation, participative process and impact on managerial power, programs for participation and case studies.

Suggested Readings:

1. Ashwathappa, K. Human Resource Management. 6. s.l. : Mc Graw hill.
2. Ashwathappa, K. Organisational Behaviour. s.l. : Himalaya Publishing House, 2005.
3. Dessler, Gary. Human Resource Management. 9. s.l. : Prentice Hall.
4. Bhatia, S. K. International Human Resource Management. s.l. : Deep & Deep Publications Pvt. Ltd., 2005.
5. Michael, Dr V P. Human Resources Management and Human Relations. 7. s.l. : Himalaya Publications.
6. Rao, Dr P Subba. Personnel and Human Resource Management. 5. s.l. : Himalaya Publications.
7. Newstrom, John W. Organisational Behaviour. 12. s.l. : Mc Graw Hill.
8. Gupta, Margie Parikh & Rajen. Organisational Behaviour. s.l. : Mc Graw Hill.
9. Bernardin, H. John. Human Resource Management-An experimental approach. 6. s.l. : Mc Graw Hill.
10. Asia Pacific Journal of Human Resources. s.l. : Wiley - Blackwell.
11. Human Resource Management Journal. s.l. : Wiley - Blackwell.
12. Human Resource Management Review. s.l. : Elsevier Science BV.

COO3B3 Advertising and Sales Management [4 Credits]

Learning Objective: *To understand the concept, need, importance, utility of Advertising, sales promotion and sales management*

UNIT 1: Integrated Marketing Communication (12 Hours)

Integrated Marketing Communication- Concept and the process- Marketing Communication Mix, the value of IMC plan. Relationship between Study of Consumer's Behaviour and IMC Plan. Advertising- Objectives and Perspective: AIDA & DAGMAR- Classification of advertising- Functions of advertising. Advertising Media- Media Types and Media mix- Media Selection, Planning and Strategy

UNIT 2: Creativity in Advertising (12 Hours)

Creativity in Advertising- Concept of Copy, Theme and Appeal- Copy Writing and Copy Research- Message: Design and Evaluation .Advertising Appropriation- Factors influencing Advertising Budget- Methods of Advertising Budgeting

UNIT 3: Application of Promotion Tool (12 Hours)

Advertising Business- Ad agency, Types of agency- Functions and Selecting an Ad Agency- Agency-client relationship. Other Marketing Communication Media- Public Relations- Personal Selling- Online Marketing- Event management- Movies and Documentaries . Social Implications of Advertising, Moral and Ethical Issues in Advertising. Emphasis on Case Studies on Marketing Communication Mix designed by various organizations. Carrying out Research Activities on Media Types, Media Planning, and Media Mix.

UNIT 4: Personal Selling (12 Hours)

What is personal selling? – Merits and limitations of personal selling - Relevance of personal selling – The process of personal selling – Essentials of successful selling – Sales management – Sales manager – types of sales manager – Essential qualities of an efficient Sales manager

UNIT 5: Sales Administration (12 Hours)

Functions of sales administration – Management of sales force – Setting the sales objectives – Selling objectives – Recruitment and selection – The selection process – Training sales force – Significance of sound sales training - Contents of good training programme - Methods of training
Placement sales force – Sales force compensation – Compensation level – Methods of Compensation – Sales force motivation – Methods of motivation – Sales force control – Methods of performance appraisal.

Suggested Readings:

1. Batra, R, John. Myers and David A. Aaker: Advertising Management 5th Ed, Prentice Hall India 2002
2. Davis, J.J: Advertising Research, Prentice Hall India 2nd edition,2011
3. Gunter, Barrie: Media Research Methods, Sage Publications,2000
4. Baron R, Jack. Sissors, Advertising Media Planning 7th Edition, Tata McGraw - Hill Education,2010
5. Ruchi Gupta, Advertising Principles and Practice: With 17 recent Indian Case Studies 1st Edition, S. Chand Publisher,2012
6. David Ogilvy, Ogilvy on Advertising 1st Edition, Random House Publishers,1985
7. Rosann Spiro, William Stanton, Gregory Rich, Management Of A Sales Force 11th Edition, Tata McGraw - Hill Education,2003
8. Gupta, Vaswar Das: Sales Management – the Indian Perspective, Prentice Hall India. 2006
9. Robert J. Calvin, Sales Management 2nd Edition, Tata McGraw - Hill Education,2004
10. Still, Richard R., Edward W. Cundiff, and Norman A. P. Govoni: Sales Management, Prentice Hall India

COO3B4 Materials Management [4 Credits]

Learning Objective: *At the end of the course work, students will be able to understand the significance of material cost and the effective way of minimizing the unit cost where by overall profitability increases. Reduction in materials cost leads to multiplier effect on the overall profitability. Students will also be able to understand the accounting aspects associated with materials cost and various available accounting software's on inventory management.*

Unit 1: Material Management (12 Hours)

Introduction, Objectives, Functions, Importance, and Role of Material Management in business – Integrated Materials Management – Material Planning – Factors affecting material planning – Techniques of material planning – MRP – Past Consumption Analysis

Unit 2: Purchasing & Supply Chain Management (12 Hours)

Fundamentals of Purchasing - Role and Importance of Purchasing - Evolution and Development of Purchasing - Purchasing as a Boundary Spanning Function - Purchasing Position within the Organizational Structure - Purchase Procedure - Pre-Purchase, Purchase, and Post-Purchase stages – The Purchasing Process – Role of Negotiation in Purchasing – Supplier Development and Strategic Sourcing.

Unit 3: Inventory Management and Inventory Control (12 Hours)

Types of Inventory - Costs of Inventory - Inventory Investment - Function of Inventory within a Firm - Factors leading to inventory waste - Approaches for controlling Inventory Investment.

Fundamentals of Stores Keeping - Importance of Stock Levels and Order Quantities - Selective Inventory Control Techniques - Physical Inventory and Warehouse Management - Physical Distribution and Control

Unit 4: Accounting Aspects of Inventory (12 Hours)

Finalizing the Purchase Price of materials – Preparation of Stores Ledger (FIFO, LIFO, Simple Average, Weighted Average) – Identification of Different Stock Levels and Economic Ordering Quantity – Selective Inventory Control Techniques. (*Includes Practical Problems*) Accounting software's available for Inventory Management.

Unit 5: Special Areas in Materials Management: (12 Hours)

Just-in-Time Manufacturing – Purchasing Research – Value Analysis – Importance of IT in Materials Management – Import Purchasing – Performance Measurement and Evaluation – Importance of Quality.

Suggested Readings

1. Monczka, Robert, Trent, Robert, & Handfield, Robert, Purchasing and Supply Chain Management, (2/e), Thomson South-Western
2. David N. Burt, Donald W. Dobler, & Stephen L. Starling, World Class Supply Management – The Key to Supply Chain Management, (7/e), Tata McGraw Hill
3. Arnold, J. R. Tony & Chapman, Stephen. N, Introduction to Materials Management, (4/e), Pearson Education Asia.
4. Rajendra Mishra, Materials Management (1/e), Excel Books
5. A.K. Chitale & R.C. Gupta, Materials Management – A Supply Chain Perspective (3/e), PHI Learning Pvt. Ltd

COO3B5 Business Environment [4 Credits]

Learning Objective: To provide knowledge of the policies and legal provisions of the Government with respect to the business environment in India. To familiarize and acquaint the students with the knowledge of business environment and latest development in business environment.

UNIT 1: Theoretical Framework of Business Environment (10 Hours)

Business Environment Concept – Elements - micro-environment - macro environment - Significance - Limitations- Nature of Business Environment – External environment, internal environment - Changing dimensions of business environment - Analysis of environment – framework of analysis – scanning, monitoring, forecasting, assessing

UNIT 2: Economic Environment of Business (12 Hours)

Introduction - **Economic Environment** of Business - The Global Economic Environment - Economic Policies - Business and Economic Policies - Public Sector Policy - Disinvestment Policy - EXIM Policy – Fiscal policy – Monetary policy - Economic environment with reference to India's economy

Liberalization, Privatization and Globalization (LPG) – Advantages – disadvantages – Second Generation Reforms - Industrial Policy - New Industrial Policy 1991 –Industrial Growth and structural changes in Indian Economy

UNIT 3: Political and Legal Environment of Business (16 Hours)

Changing dimensions of **Political Environment** – Government and business - Political Environment, Types of Political Systems, Indian Constitution and Business, Changing Profile of Indian Economy, Business Risks Posed by the Indian Political System

Changing Dimensions of **Legal Environment** - Intellectual Property Rights - Patent Law - Environment (Protection) Act - Factors influencing emergence of Labour Laws - Importance of Labour Laws – Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act, Competition Act 2002 – SEZ Act 2005

UNIT 4: Technological Environment (10 Hours)

Technological environment in India; Technology transfer, Online Channels, Online Services, Advantage of Online services, E-commerce, Indian conditions of E-commerce, Electronic Banking, Franchise Business.

UNIT 5: Social and Cultural Environment of Business (12 Hours)

Critical elements of socio-cultural environment - Social institutions and systems - Social values and attitudes - Social groups - Social Responsibility of Business - Contemporary issues in CSR - Cultural environment – nature of Culture - interface between culture and business - Cross – culture management - social responsibility of business, Business ethics – Analysis - forecasting and assessment of cultural environment – social audit - Consumerism in India.

Suggested Readings:

1. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing house
2. Stephen J.K.Wallers. Enterprise, Government and the Public, McGraw Hil
3. RuddarDutt& KPM Sundaram: Indian Economy, S.Chand& Co.
4. *Economic Survey – Various Issues*, Govt. of India, Ministry of Finance.
5. Mishra and Puri: *Economic Environment of Business*, Himalaya Publishing House, New Delhi.
6. SaleemSaikh: *Business Environment*, Himalaya Publishing House, New Delhi.
7. Adhikiary, M: Economic environment of Business, sultan Chand & sons, New Delhi.
8. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, Delhi.
9. Ramaswamy, V.S. and Nama Kumari: strategic Planning for Corporate success, Macmillan New Delhi

COO4B1 Entrepreneurship Development [4 Credits]

Learning Objective: *At the end of the course work, students should be able to understand the relationship between entrepreneur, entrepreneurship, and enterprise; and also the inter-linkages between entrepreneur, venture capital and economic development. At the end of the course students will gain the required knowledge about how to start a new venture and, introducing new product and service ideas.*

UNIT 1: Introduction (12 Hours)

Origin, growth, and development of entrepreneurship – The entrepreneurial and intrapreneurial mind – Entrepreneur, entrepreneurship, and enterprise – Women entrepreneurship – Entrepreneurial development training – *Case study*

UNIT 2: Importance of Business Plan (12 Hours)

Business Plan – Creativity and business idea – legal issues for the entrepreneur / Process of preparing successful business plan – Components of business plan – *Case study*

UNIT 3: Sources of Finance (12 Hours)

Financing the new Venture – Sources of development finance – Institutional finance for entrepreneurs – Role of financial institutions – Role of consultancy organizations – *Case study*

UNIT 4: Venture Capital Financing (12 Hours)

Informal risk capital and venture capital – Relationship between entrepreneurship, venture capital, and economic development – Economic impact of venture capital – Global venture capital scenario – Indian venture capital scenario – Role of venture capital associations

UNIT 5: Management of Business Venture (12 Hours)

Managing, Growing, and Ending the New Venture – Preparing for the new venture launch – Early management decision – Growth of the new venture – New venture expansion strategies and issues – Going public – Ending the venture

Suggested Readings:

1. Robert D. Hisrich & Micheal P. Peters, Entrepreneurship, Tata McGraw Hill
2. C. B. Gupta & N. P. Srinivasan, Entrepreneurship Development in India, Sultan Chand & Sons
3. Desai, Vasant, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing house
4. Drucker, Peter, Innovation and Entrepreneurship: Practice and Principles, Heinemann
5. Holt, David. H, Entrepreneurship: New Venture Creation, Prentice Hall India
6. Pandey, G. N, A Complete Guide to Successful Entrepreneurship, Vikas Publishing House

COO4B2 Tourism and Travel Management [4 Credits]

Learning Objective: *At the end of the course work, students will be in a position to understand the importance of tourism and travel industry, and also the significance of these two industries in transforming the economy.*

UNIT 1: Introduction (12 Hours)

The Travel and Tourism Industry in Perspective – Why People Travel – Where People Travel – Structure and Components of the Tourism Industry – Types of tourism: Eco-tourism / Adventure Tourism / Medical Tourism / Health and Wellness Tourism / Spiritual Tourism / Rural Tourism / Sports Tourism, etc.

UNIT 2: Demand for Tourism and Tourist Destination (12 Hours)

Demand: Concepts and Definitions of Demand for Tourism – Consumer Behaviour and Tourism Demand – Determinants of Tourism Demand – Measuring the Demand for Tourism – Patterns of Demand – Different Types of Tourism (Eco-tourism / Health Tourism / Adventure Tourism / Spiritual Tourism). **Tourist Destination:** The Geography of Tourism – Patterns and Characteristics of the Supply of Tourism – The Socio-cultural and Environmental Impacts of Tourism – Tourist Motivation – Skills for the Key Sectors of the Travel and Tourism Industry – The Economic Impact of Tourism – Tourism and Development Planning.

UNIT 3: Marketing of Tourism (12 Hours)

Government organizations and marketing of tourism – Government Organizations – Accommodation – Transportation – Intermediaries – Attractions – Marketing for Tourism (The Historical Roots) – Marketing Management – Marketing Planning – Marketing Mix – The Future of Tourism marketing.

UNIT 4: Tourism and the Economy (12 Hours)

Economic and other impacts of tourism – Economics of Tourism – Tourism Investments – Tourism Returns – Tourism and Balance of Payment – Tourism and Employment – Tourism and Socio-Economic Trade off – Social Evils of Tourism Industry.

UNIT 5: Future of Tourism and Travel Industry (12 Hours)

The future of travel and tourism around the world – Travel and Tourism industry in the twenty-first century – Emergence of health and wellness tourism as a modern trend – What to Look for in the Next Century.

Suggested Readings

1. Pran Nath Seth & Sushama Seth Bhat, An Introduction to Travel and Tourism, Sterling Publishers Private Limited.
2. A. K. Bhatia, An Introduction to Travel and Tourism, Sterling Publishers Private Limited.
3. A. K. Bhatia, International Tourism, Sterling Publishers Private Limited.
4. Chris Cooper / John Fletcher / David Gilbert / Stephen Wanhill, Tourism : Principles and Practice, Pitman Publishing.
5. Rob Davison, Tourism, Pitman Publishing.
6. Melanie Smith and László Puczkó, Health and Wellness Tourism, Elsevier.

COO4B3 Services Marketing [4 Credits]

Learning Objectives: *The course focuses on the unique challenges of marketing and managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service and services are at the heart of the course content*

UNIT 1: Introduction to Services (12 Hours)

Meaning, Importance, and Significance of Services – Why Services Marketing? – Service and Technology – Distinctive Aspects of Service Management – Customer Involvement in Service Process – Managing Service Encounters

UNIT 2: Service Marketing Mix (12 Hours)

Customer Expectations and Perceptions of Service – Customer Behaviour in Service Setting – Targeting Customers, Managing Relationships, Services Market Segmentation – Positioning and Differentiation of Services. Positioning a Service in Marketplace – Creating the Service Product and Adding Value – Pricing Strategies for Services

UNIT 3: CRM and its importance in Service Marketing (12 Hours)

Customer Education and Service Promotion – Customer-Defined Service Standards. E services – online Consumer Behaviour – Self service technologies

UNIT 4: Service Quality (12 Hours)

Service Quality in Service Marketing – Service Encounter -Role of HR & Internal Marketing - Monitoring and Measuring customer satisfaction –SERVQUAL & GAP model - Handling complaints effectively - Service Failure – Recovery

UNIT 5: Application of Service Marketing in Industries (12 Hours)

Bank Marketing – Insurance Marketing – Transport Marketing – Tourism Marketing – Hotel Marketing – Consultancy Marketing – Personal Care Marketing – Education Marketing – Hospital Marketing – Marketing Mix of Select Services (Courier Services, Entertainment Services, Electricity Services, Telecommunications Services, Automobile Services).

Suggested Readings:

1. Zeithaml, Valarie A and Bitner, Mary Jo; Services Marketing: Integrating Customer Focus Across the Firm; TMH, 6th edition, McGraw-Hill Education India Pvt.Ltd
2. Lovelock, Christopher; Services Marketing: People, Technology, Strategy; Pearson Education Asia.7th Ed, 2011
3. Rajendra Nargundkar, Services Marketing 3rd Edition, Tata McGraw - Hill Education,2010
4. Govind Apte, Services Marketing 1st Edition, Oxford University Press,2004
5. Rao, Services Marketing, Dorling Kindersley,2011
6. Vinnie Jauhari, Kirti Dutta, Services: Marketing, Operations, and Management 01 Edition, Oxford University Press, 2009

COO4B4 International Trade & Environment [4 Credits]

Learning Objectives: *To provide the knowledge of international trades and acquaint students with latest development in international trade. To have exposure on International Monetary System and Balance of Payments. To enable them get global perspective on issues related to trade.*

UNIT 1: International Trade Theories (12 Hours)

International Trade Theories - Classical Trade theory - Theory of absolute advantage - Theory of comparative advantage - Factor Proportions trade theory - International investment and comparison of the Modern (Heckscher-Ohlin) Theory with the Classical Theory (RICARDO) of international Trade - New trade theory: strategic trade - Competitive advantage of nations - Gains from international trade.

UNIT 2: Balance of Payments (BOP) and Foreign Exchange Market (12 Hours)

Meaning of **Balance of Payments**, Balance of Trade and Balance of Payments, Structure of Balance of Payments – Current account and capital account transaction – Official reserves account – Equilibrium – Disequilibrium and adjustment – Different approaches to BoP adjustment – Recent trends in India is BOP.

Foreign Exchange Risk Management – Concept – Importance of Foreign Exchange – Determinants of Forex rates – Forex Market in India – Functions – Types of Forex rates – Foreign Exchange Control

UNIT 3: World Trade Organization and GATTs (12 Hours)

Free Trade Vs. Protection – Arguments in favour and against Free Trade and Protection-Forms of trade regulation - Restrictions of imports - Tariffs - Quotas – Non-tariff barriers - Dumping - Trade barriers - Restrictions of exports - Export promotion - Import promotion.

UNIT 4: Commercial Policy and India's Foreign Trade (12 Hours)

Tariff - Economic effects of tariff - Partial and general equilibrium analysis - Tariff structure - Effective rate of protection - Optimum tariff - Non-Tariff measures - Quota-Economic effects of quota – Subsidies - Voluntary export restraints - Domestic content requirements - Dumping and anti-dumping regulations

India's foreign trade- features of Foreign Trade Policy – Promotional Boards for Foreign Trade- Government agencies- Incentives and Assistance

UNIT 5: International Economic Institutions and Economic Integration (12 Hours)

International Economic Institutions - World Bank (WB) - International Monetary Fund (IMF) - United Nations Conference on Trade and Development (UNCTD) - Asian Development Bank (ADB) – structure – functions - Role in international business.

International Economic Integration – SAARC – NAFTA – BRICS – European Union (EU) – ASEAN - structure – functions - Role in international business.

Suggested Readings:

1. International Business–Concepts, Environment and Strategy: Vyuptakesh Sharah, Reason;
2. International Business: Michel R. czinrotx, Iikka A. Ronkainen and Michel H. Mobbelt, South – Western Chantage Learning;
3. Interational Business–Text and Casses: D. Suffa Rao, Himalaya Publications;
4. International Trade–Selected readings: Bhagwati J, CUP–Massachusetts;
5. Internationa Business Environment: Sundaram and Black, Prentice Hall
6. International Business: Francis cherunilam;
7. International Business: Charles Hill;
8. Communicating Globally, Inter cultural communication and IB: Wallace Schmidt, Saya publications.
9. Cross Cultural Management, Essential Concepts: David Thomas, Saya Publications;
10. IB–Competing in the Global Market Place: Irwin, MC Graw Hill.
11. Lopez, R.A, “Trade and Growth: Reconciling the Macro

COO4B5 Business Ethics and Corporate Governance [4 Credits]

Learning Objective: *The purpose of this course is to help students improve their ability to make ethical decisions in business by providing them with a framework that they can use to identify, analyze, and resolve ethical issues in business decision making and to know the best Corporate Governance Practices in India and in world.*

UNIT 1: Corporate Ethics and Theories (12 Hours)

Introduction, importance and need for Business ethics, Values and morals. Management and ethics, Normative Theories, – Gandhian Approach, Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory Ethics, Business Ethics, Corporate Governance - Failure of Governance and its Consequences Ethical Principles in Business - Role of Board of Directors - Organization Climate and Structure and Ethics - Addressing Ethical Dilemmas - Code of Ethics; Ethics Committee; Ethics Training; - The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India.

UNIT 2: Conceptual Framework of Corporate Governance (12 Hours)

Conceptual Framework of Corporate Governance-Introduction, Need and Scope -Evolution of Corporate Governance - Models of Corporate Governance- Theories of Corporate Governance – Corporate Governance Developments in India – Global Perspective-Elements of Good Corporate Governance. Corporate Governance – An International Perspective -Australia - Singapore -South Africa -United Kingdom-Contemporary Developments in the Global Arena - Corporate Governance Forums

UNIT 3: Corporate Governance and Board of Directors (12 Hours)

Board of Directors →Corporate Business Ownership Structure Fiduciary relationship→Role, Composition, Systems and Procedures Types of Directors- Promoter/Nominee/Shareholder/Independent → Rights, Duties and Responsibilities of Directors; Role of Directors and Executives - Functional Committees of Board →Remuneration Relationship of Shareholders and Other Stakeholders -Board Committees - Audit Committee, Remuneration Committee, Shareholders’ Need, Functions and→Grievance Committee, other committees - Performance Appraisals → Independence of Members of Board Committees →meetings Disclosures in Annual Report; Integrity of Financial Reporting Role of→ Systems Company Secretaries in compliance of Corporate Governance Issues and Challenges - Board Composition

UNIT 4: Corporate Governance and Shareholders (12 Hours)

Corporate Governance and Shareholders - Rights of Shareholders- Challenges in Exercising Shareholders Rights - Corporate Governance issues with regard to Related Party Transactions • Role of Investor Associations in Securing Shareholders Rights - Role of Institutional Investors in Corporate Governance - **Corporate Governance and Other Stakeholders** - Employees • Customers - Lenders - Vendors -Government - Society

UNIT 5: Corporate Governance and Legal Framework (12 Hours)

Need Legislative Provisions→for Legislation of Corporate Governance of Corporate Governance in Companies Act 1956, Securities (Contracts and Regulations) Act, 1956 (SCRA), Depositories Act 1996, Securities and Exchange Board of India Act 1992, Listing Agreement, Banking Legal Provisions→Regulation Act, 1949 and Other Corporate Laws Legislative Framework of→relating to Investor Protection in Corporate Governance →Listing Requirements-Indian Management Information System (MIS) and Corporate Disclosure Requirements covering Accounting Standards and Secretarial Standards Statutory standards and procedures

Suggested Readings:

1. Business Ethics – Concept & Practice - B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd. Business Ethics, C S V Murthy, Himalaya Publishing House
4. Governance (Indian Edition), Oxford University Press, New Delhi. Blowfield, Michael, and Alan Murray,
5. Corporate Responsibility, Oxford University Press. Francesco Perrini, Stefano, and Antonio Tencati,
6. Developing Corporate Social Responsibility-A European Perspective, Edward Elgar. Department of Commerce, University of Delhi 16Sharma, J.P.,
7. Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
8. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

COO4D Dissertation [8 Credits]

Dissertation carries 8 Credits. Evaluation by the guiding teacher 4 Credits and Seminar presentation evaluation by Department council 4 Credits