

St. Joseph's College of Commerce

(Autonomous)

163, Brigade Road, Bengaluru – 560 025

Accredited and Re-Accredited with 'A' Grade by the
National Assessment and Accreditation Council (NAAC)

Recognized by the UGC as
“COLLEGE WITH POTENTIAL FOR EXCELLENCE”



Bachelor of Business Administration
(Professional – Finance and Accountancy)

Semester V & VI

Syllabus w.e.f., 2017 – 2018

Academic year 2020-2021

St. Joseph's College of Commerce

(An Autonomous Institution affiliated to
Bengaluru Central University)

Dedicated to Excellence with Relevance

St. Joseph's College, Bengaluru was established in 1882 by the French Missionary Fathers for the purpose of imparting higher education. In 1937, the management of the College was handed over to the Jesuits, a worldwide Religious order going by the name 'Society of Jesus'. The college and its sister institutions are now managed by the Bangalore Jesuit Educational Society (Regd). A department of Commerce was established in the College in 1949. In 1972, this department became an independent college by the name St. Joseph's College of Commerce.

Since its inception as an independent institution, the College has shown growth and progress in academics, co-curricular and extra-curricular activities. Besides, there has been a constant effort made by the College to acquire excellence in every aspect of good education. Currently it stands re-accredited to the National Assessment and Accreditation Council (NAAC) with an 'A' grade. In February 2010, the College was recognized by the UGC as a "College with Potential for Excellence".

The College aims at the integral formation of its students, helping them to become men and women for others. Though it is a Christian minority institution, the college has been imparting liberal education to the students of all denominations without any discrimination. St. Joseph's College of Commerce is affiliated to Bengaluru Central University and became autonomous in September 2005. The motto of the college is 'Fide et Labore' or 'Faith and Toil' and the college attempts to inculcate the motto in every student through its various courses and programmes.

The College is committed to providing quality education to its students. It offers Bachelor of Commerce and Bachelor of Business Administration, a three year Under Graduate Degree programmes, and Master of Commerce, a two year Post Graduate programme. Highly qualified staff members, excellent infrastructure of the college like spacious classrooms, a good library and computer lab

facilities helps to promote academic excellence.

THE DEPARTMENT OF BUSINESS ADMINISTRATION

With the world of business constantly changing and a strong base created for technology in the country, it is of utmost importance to augment management talent and resources at all levels. Strategies and goals of any educational institution has to be constantly redefined to keep in pace with the external environment. All this, led to the birth of the BBA Department of St. Joseph's College of Commerce in the year 2004 – 2005. Within a short period of time, the department has emerged as a promising institute in the field of management studies at the undergraduate level. This department aims at motivating students to take up higher studies in management, so that they may blossom into effective entrepreneurs who would not be afraid of taking risk, or teachers and researchers who would contribute positively towards the betterment of the society or to take up consultation to help business units leverage on management knowledge.

OBJECTIVES OF THE BBA (Professional - Finance and Accountancy) PROGRAMME

1. To develop professional knowledge and skills in International Accounting, Finance, Auditing, Taxation, Risk Management etc. by adopting learner centered pedagogical practices.
2. To equip students with the necessary tutoring required as per CIMA standards to enable them to effectively pursue the professional qualification.
3. To inculcate a strong sense of ethics and corporate values, especially with regard to the accountability, transparency and responsibility of a professional in the business world.

I. ELIGIBILITY FOR ADMISSION

Candidates who have completed the Two year Pre – University course of Karnataka State or its equivalent are eligible for admission into this Programme.

II. DURATION OF THE PROGRAMME

The programme of study is 3 years of Six Semesters. A candidate shall complete his/her degree within five (5) academic years from the date of his/her admission to the first semester.

III. MEDIUM OF INSTRUCTION

The medium of instruction shall be English.

IV. ATTENDANCE

- a) A student shall be considered to have satisfied the requirement of attendance for the semester, if he/she has attended not less than 75% in aggregate of the number of working periods in each of the subjects compulsorily.
- b) A student who fails to complete the course in the manner stated above shall not be permitted to take the end semester examination.

V. PROGRAMME MATRIX

Refer page no 7 - 10

VI. TEACHING AND EVALUATION

M.Com/MBA/MFA/MBS/MTA graduates with B.Com, B.B.M & B.B.S as basic degree from a recognized university are only eligible to teach and to evaluate the courses including part-B courses of I and II semesters (except languages, compulsory additional courses and core Information Technology related courses) mentioned in this regulation. Languages and additional courses shall be taught by the graduates as recognized by the respective board of studies.

VII. EVALUATION SYSTEM

Evaluation for UG programme consists of two components, viz.

Continuous Internal Assessment (CIA) and End Semester Examination (ESE) with the weightage of 30% and 70% respectively.

Continuous Internal Assessment (CIA) includes a centrally organized MIDTERM TEST and other exercises administered by the teacher such as Unit test /Online test /Snap test / Surprise test

/Quiz /Assignment /Presentation /Project / Research article / Seminar etc. Each teaching faculty is required to maintain a record of the Continuous Internal Assessment marks and make entries of the same in the ERP software.

The End Semester Examination will be conducted at the end of each semester. The duration and maximum marks for the End Semester Examination is 3 hours and for 70 marks.

VIII. MINIMUM FOR A PASS

A UG student has to get a minimum of 40% marks in the ESE and 40% aggregate in CIA & ESE for a passing each subject. The minimum SGPA to qualify for the B.B.A degree is 4.00 and a pass in all subjects.

IX. CLASSIFICATION OF SUCCESSFUL CANDIDATES

Grading System For Choice Based Credit System (CBCS) - The College adopts a ten point grading system. The modalities and the operational details are as follows.

1. Credits - Credits are assigned to courses based on the following broad classification

Courses category	Instruction hrs / week	Credits
Languages	3 hrs	2
Major Core	4 hrs	4
Major Optional	4 hrs	5
Allied Required	4 hrs	4
Open Electives	4 hrs	4

2. Grade Points - The papers are marked in a conventional way for 100 marks. The marks obtained are converted to grade point according to the following table. If a student is absent for the paper the grade point assigned is 0.

% Marks	95-100	90-94	85-89	80-84	75-79	70-74	65-69	60-64	55-59	50-54	45-49	40-44	Below 40
Grade Points	10	9.5	9	8.5	8	7.5	7	6.5	6	5.5	5	4.5	0

3. The semester grade point average (SGPA)-is the sum of the product of the credits with the grade points scored in all subjects divided by the total credits of Part A and Part B in the semester.

$$SGPA = \frac{\sum \text{Credits} \times \text{Grade Points}}{\text{Total Credits}}$$

Minimum SGPA for a pass is 4.00. If a student has not passed in a course or is absent then the SGPA is not assigned.

4. The cumulative grade point average (CGPA)-is the weighted average of all the courses undergone by a student over all the six semesters of a programme.

$$CGPA = \frac{\sum \text{Total credits in the semester} \times SGPA}{\text{Total credits of the programme.}}$$

SGPA and CGPA will be rounded off to two decimal places. Interpretation of SGPA/CGPA/ Classification of final result for a UG programme.

SGPA/CGPA/ Subject Grade Point	Grade	Result/Class Description
9.00-10.00	O	Outstanding
8.00-8.99	A+	First Class Exemplary
7.00-7.99	A	First Class Distinction
6.00-6.99	B+	First Class
5.50-5.99	B	High Second Class
5.00-.5.49	C	Second Class
4.00-4.99	P	Pass Class
Below 4	RA	To Re-Appear

X. PATTERN OF QUESTION PAPER

ESE Question Paper Pattern (3 Hours duration, Max. Marks: 70)

Section-A	Conceptual / Objective Questions	1 mark × 10 questions	10 Marks
Section-B	Analytical Questions	6 marks × 3 questions	18 Marks
Section-C	Essay Questions	15 marks × 2 questions	30 Marks

Section -D	Compulsory Question/ Case study	12 marks × 1 question	12 Marks
		Total	70 arks

XI.REVALUATION, RETOTALING and IMPROVEMENT

There is provision for **Revaluation, Re-totaling and Improvement** within two weeks of the publication of the results.

Revaluation and Re-Totaling: There is a provision for **Revaluation and Re-Totaling** of marks if the application is made within 2 weeks of the publication of results with the prescribed fee.

Provision for Improvement: A candidate, who desires to improve his/her End Semester Examination marks, has to first withdraw his/her original End Semester Examination marks. The student will be awarded whatever marks he/ she obtains in the later appearance even if they are less than the marks awarded previously.

BBA (Professional – Finance and Accountancy)

PROGRAMME MATRIX

Semester Content	I	II	III	IV	V	VI	TOTAL
Part A : Languages							
English	3hr/2Cr	3hr/2Cr	-	-	-	-	
Language	3hr/2Cr	3hr/2Cr	-	-	-	-	
I	4 Cr	4 Cr	-	-	-	-	8
Part B: Core Subjects							
Content	I	II	III	IV	V	VI	TOTAL
Major core 4hrs/3Cr	<ul style="list-style-type: none"> • Perspectives in Management • Fundamentals of Management Accounting 	<ul style="list-style-type: none"> • Business Environment • Marketing Management • Fundamentals of Financial Accounting 	<ul style="list-style-type: none"> • Cost and Management Accounting • Organizational Management • Human Resource Management • Production and Operations Management 	<ul style="list-style-type: none"> • Advanced Management Accounting • Financial Reporting • Financial Management • Project and Relationship Management 	<ul style="list-style-type: none"> • Strategic Financial Management • Income Tax-I • Business Ethics 	<ul style="list-style-type: none"> • Advanced Financial Reporting • Income Tax -II • Strategic Management • Quantitative Techniques 	
Allied Required 4hrs/3cr	<ul style="list-style-type: none"> • Micro Economics • Business Mathematics & Statistics 	<ul style="list-style-type: none"> • Macro Economics 	<ul style="list-style-type: none"> • Fundamentals and application of E-commerce 	<ul style="list-style-type: none"> • Business Law 	-	-	
Major Optional 4hrs/4cr	NA	NA	NA	NA	<ul style="list-style-type: none"> • Elective Paper-1 • Elective Paper-2 	<ul style="list-style-type: none"> • Elective Paper-3 • Elective Paper-4 	
Open Electives 4hrs/3cr	NA	NA	# 4hr/3Cr (as per list given)	# 4hr/3Cr (as per list given)	-	-	
Skill based Major 4hrs/4cr	-	-	-	-	Subject/ Elective Skill based paper	-	
II	12 Cr	12 Cr	18 Cr	18 Cr	21 Cr	20 Cr	101
Part C: Foundation, skill development, interdisciplinary & Sports							
HD	1 Cr	1 Cr	-	-	-	-	
IC	-	2 Cr	-	-	-	-	
EVS	-	-	-	2 Cr	-	-	
Internship	-	-	-	-	-	1 Cr	
Certificate & Sports Programme	-	2 Cr Certificate Course	1 Cr Excel	1 Cr Advanced Excel	-	-	
III	1 Cr	5 Cr	1 Cr	3 Cr	-	1 Cr	11
Part D: Extension and Extracurricular activities							
Extension & Extra Curricular & Others	-	1 Cr	-	-	-	1 Cr	
IV	-	1 Cr	-	-	-	1 Cr	02
Total	17 Cr	22 Cr	19 Cr	21 Cr	21 Cr	22 Cr	122

PROGRAMME STRUCTURE (for V and VI Semesters)

SEMESTER SCHEME OF EXAMINATION

CORE SUBJECTS

SEMESTER V

Subject Code	Title of the Paper	Lecture Hrs per week	Marks		Total Marks	Grade/ Credits
			CIA	ESE		
M4 17 MC 501	Strategic Financial Management	04	30	70	100	03
M4 17 MC 502	Income Tax-I	04	30	70	100	03
M4 17 MC 503	Business Ethics	04	30	70	100	03
	Elective-Paper I	04	30	70	100	04
	Elective-Paper II	04	30	70	100	04
	Elective- Skill based Paper	04	30	70	100	04
	Total	24	180	420	600	21

SEMESTER - VI

Subject Code	Title of the Paper	Lecture Hrs per week	Marks		Total Marks	Grade/ Credits
			CIA	ESE		
M4 20 MC 601	Advanced Financial Reporting	04	30	70	100	03
M4 17 MC 602	Income Tax-II	04	30	70	100	03
M4 17 MC 603	Strategic Management	04	30	70	100	03
M4 17 MC 604	Quantitative Techniques	04	30	70	100	03
	Elective Paper-III	04	30	70	100	04
	Elective Paper-IV	04	30	70	100	04
	Total	24	180	420	600	20

CIA – Continuous Internal Assessment

ESE – End Semester Exam

GROUP OF ELECTIVES

ELECTIVE - I: ACCOUNTS			
②	Paper I	EL 15 AC 504	Advanced Corporate Reporting I
②	Paper II	EL 15 AC 505	Advanced Corporate Reporting II
②	Paper III	EL 15 AC 605	Audit and Assurance
②	Paper IV	EL 15 AC 606	Contemporary Accounting and Reporting Developments
②	Paper V	SB 15 AC 506	Accounting Information System

ELECTIVE - II: FINANCE			
②	Paper I	EL 15 FN 504	Advanced Financial Management
②	Paper II	EL 15 FN 505	Financial Institutions And Markets
②	Paper III	EL 15 FN 605	International Finance
②	Paper IV	EL 15 FN 606	Security Analysis & Portfolio Management
②	Paper V	SB 15 FN 506	Financial Modeling.

ELECTIVE - III: HUMAN RESOURCE MANAGEMENT			
②	Paper I	EL 15 HR 504	Employee Relation Laws in India
②	Paper II	EL 15 HR 505	Human Resource Development
②	Paper III	EL 15 HR 605	Performance And Compensation Management
②	Paper IV	EL 15 HR 606	International Human Resource Management
②	Paper V	SB 15 HR 506	Human Capital Management (SAP-HCM)

ELECTIVE-IV: MARKETING MANAGEMENT			
②	Paper I	EL 15 MK 504	Consumer Behaviour
②	Paper II	EL 15 MK 505	Retail And Logistics Management
②	Paper III	EL 15 MK 605	Integrated Marketing Communication
②	Paper IV	EL 15 MK 606	Digital Marketing
②	Paper V	SB 15 MK 506	Customer Relationship Management (SAP-CRM)

ELECTIVE-V: INTERNATIONAL BUSINESS			
②	Paper I	EL 15 IB 504	Fundamentals In International Relations
②	Paper II	EL 15 IB 505	International Business
②	Paper III	EL 15 IB 605	Global Financial Management
②	Paper IV	EL 15 IB 606	International Marketing
②	Paper V	SB 15 IB 506/7	French/Spanish Language

ELECTIVE-VI: BANKING AND INSURANCE			
②	Paper I	EL 15 BK 504	Bank Management
②	Paper II	EL 15 BK 505	Principles and Practice of Insurance
②	Paper III	EL 15 BK 605	Risk management
②	Paper IV	EL 20 BK 606	Bank Technology Management
②	Paper V	SB 15 BK 506	Bank Branch Management

ELECTIVE- VII: INTERNATIONAL PUBLIC ACCOUNTING			
②	Paper I	EL 20 IPA 504	Advanced Financial Reporting-I
②	Paper II	EL 20 IPA 505	International Tax and Regulation
②	Paper III	EL 20 IPA 605	Advanced Financial Reporting-II
②	Paper IV	EL 20 IPA 606	Accounting for Special Transactions and Governmental Ethics
②	Paper V	SB 20 IPA 506	International Auditing and Attestation

ELECTIVE- VIII: BUSINESS ANALYTICS			
②	Paper I	EL 20 BA 504	Fundamentals of Business Analytics
②	Paper II	EL 20 BA 505	Essential Statistics for Business Analytics
②	Paper III	EL 20 BA 605	Application of Business Analytics
②	Paper IV	EL 20 BA 606	Business Transformation using AI and Analytics
②	Paper V	SB 20 BA 506	Business Intelligence and Data Visualisation

Outcome Based Education (OBE)

BBA (Professional - Finance and Accountancy) Programme

Programme Educational Objectives (PEO)

Our **BBA (Professional - Finance and Accountancy)** programme will produce graduates who will be :

1. Competent, creative, and highly valued Accounting and Finance professionals in the industry, academia or government.
2. Flexible and adaptable in the workplace, possess the capacity to embrace new opportunities of emerging technologies, leadership and teamwork opportunities- all affording sustainable management careers.
3. Able to continue their professional development by obtaining advanced degrees in Management or other professional fields.
4. Able to act with global, ethical, societal, ecological and commercial awareness as is expected of practicing management professionals.
5. Able to adapt to a rapidly changing environment with new learned and applied skills, become socially responsible and value driven citizens committed to sustainable development.

Programme Outcomes (PO):

After the completion of the **BBA (Professional - Finance and Accountancy)** Programme, the student will be able to:

PO 1 - Demonstrate an understanding of the knowledge of finance, accountancy, law, statistics, HR, operations, IT and management subjects required for business decisions.

PO2 – Apply knowledge to integrate concepts from various disciplines, to identify and develop business strategies for effective problem-solving and decision-making in a contemporary organization environment.

PO3 - Apply the necessary competencies and skills with a creative mindset, to undertake entrepreneurship as a desirable and feasible

career option.

PO4 - Adapt effectively as an individual and as a member or leader in teams, and in multidisciplinary settings by demonstrating life skills, coping skills and human values.

PO5 - Demonstrate the requisite competencies and critical thinking to solve business problems through research analysis and interpretation.

PO6 - Exhibit excellent communication and authoritative skills as a result of an all-round personality development approach.

PO7 - Imbibe ethical practices in profession and appreciate sustainability.

PO8 - Achieve higher levels of proficiency and self-actualization through the pursuit of life-long learning.

PO9 - Evince a sense of social responsibility in their respective environments, by becoming citizens working for the welfare and benefit of the society, at large.

PO10 - Create, select and apply appropriate techniques, resources, modern management and IT tools (including prediction and modeling) to complex management activities with an understanding of the limitations.

Programme Specific Outcomes (PSOs)

PO11 - Apply the competencies and creativity required in the accounting profession, and build the network of like-minded finance professionals across the globe.

PO12 - Identify and evaluate the opportunities to play diverse financial roles, at senior or advisory levels, in any organization.

SEMESTER V
M4 17 MC 501: STRATEGIC FINANCIAL
MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Describe the role of financial manager in the context of Strategic financial management.
2. Select appropriate tool for assessing the financial performance of a Company.
3. Apply capital budgeting techniques for evaluation of Investment decisions
4. Use Capital budgeting technique in the context of Leasing and replacement of Asset.
5. Apply Capital Budgeting Technique in the conditions of uncertainty and Risks.

Module 1: Introduction to Strategic Financial Management

5 Hrs

The nature and purpose of Strategic financial management- Key decisions- The investment decision-The financing decision-The dividend decision- Contrasting financial management, management accounting and financial accounting-The link between financial management and corporate strategy- Financial objectives – shareholder wealth maximization- profit maximization- earnings per share maximizing and satisficing- the stakeholder view. Agency theory – the divorce of ownership and control.

Module 2: Assessment of Financial Performance

10Hrs

Key metrics for the assessment of financial consequences including profitability, liquidity and asset turnover ratios, return on investment, residual income and economic value, concept of benchmarking, traditional and nontraditional approaches to performance measurement (non-financial performance indicators and

balanced scorecard

Module 3: Investment appraisal techniques and Decision Making
15 Hrs

Investment appraisal techniques and Decision Making- (strengths and weaknesses of: payback, discounted payback, accounting rate of return (ARR), net present value (NPV), internal rate of return (IRR) and modified internal rate of return (based on a project's terminal value). Investment decision making origination of proposals, creation of capital budgets, go/no go decisions on individual projects (where judgments on qualitative issues interact with financial analysis). Discounting, including the use of annuities in comparing projects with unequal lives and the profitability index in capital rationing situations. (Single and multi-period capital rationing)Capital investment real options (i.e.to make follow-on investment, abandon or wait)

Module 4 Asset Investment Appraisal Techniques and Decision Making
14Hrs

Asset Investment Appraisal Techniques -Leasing versus buy decisions – cost of capital- replacement decisions- equivalent annual costs – replacement analysis – advantages and disadvantages- equivalent annual benefits.

Module 5: Management control and risk
16 Hrs

Risk management – risk and stakeholder conflict – risk and policy decisions – risk framework- types of risk facing financial manager - strategies for dealing with risk – techniques for mitigating risk - Sensitivity analysis (payback, ARR, NPV or IRR). Quantification of risk, probabilistic models and interpretation of distribution of project outcomes, Decision trees, Bayes Theorem and decision making in conditions of uncertainty (maximax, maximin and minimax regret).

Risk management, including upside and downside risk, the TARA framework – transfer, avoid, reduce, accept, business risks and ethical implications and the public interest.Costs and benefits associated with investing in information systems and the role of Big Data in risk management

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate the role of financial manager in the context of Strategic financial management.
2. Use of appropriate tool for assessing the financial performance of a Company.
3. Choose appropriate capital budgeting techniques for evaluation of Investment decisions
4. Examine Capital budgeting decisions in the context of Leasing and replacement of Asset.
5. Evaluate Capital Budgeting Technique under Uncertainty and Risk conditions

Skill Development

(These activities are only indicative, the Faculty members can innovate)

1. Formulation of Financial Policies
2. Case Analysis of line mergers reported in newspapers
3. Preparation of project reports covering all financial aspects
4. List out all major acquisitions over the last 5 years.

Books for Reference

- ✓ Advanced Management Accounting, 1st Edition, New Delhi, Kaplan Publishing, 2015.
- ✓ Colin Dury, Management and Cost Accounting, 6th Edition, New Delhi, Thomson Learning, 2004.
- ✓ Pandey L.M., Financial Management, 11th Edition, Delhi, Vikas Publishing, 2004.
- ✓ Srivastava R.M., Financial Management, 4th Edition, Kolkata, Himayala Publishing, 2010.

SEMESTER - V
M4 17 MC 502: INCOME TAX - I

COURSE OBJECTIVES

The students will be able to:

1. Explain the canon of taxation, powers and functions of Income tax authorities, officers and commissioner and CTD and types of assessment of individual assessee.
2. Define the terms connected with assessment year, previous year, exempted income from agricultural income and total income.
3. Compare and contrast the receipts, Expenditure and Losses of revenue and Capital nature.
4. Identify the residential status and incidence of tax for the computation of taxable income from the perspective of Individual, HUF and Company of residential status only.
5. Compute Income from Salary of an Individual assessee after taking into consideration of U/S 89(1) and 88.
6. Compute Income from House Property of an Individual assessee after taking into consideration deduction U/S 24.

Module 1 - Introduction

6 Hrs

Brief history of Income Tax - Legal Frame work - Canons of Taxation - Finance Bill - Scheme of Income Tax, Income Tax Authorities-Income tax officer and powers and functions, CBDT-powers and functions, Commissioner of Income Tax- powers and functions, Types of assessment and rectification of mistakes, Recovery of tax and refunds. ICDS- An Overview.

Module 2 - Important Definitions

10 Hrs

Definition: Assessee - Person - Assessment Year - Previous Year- Income - Gross Total Income - Total Income, Exempted Incomes- Agricultural Income (Including Integration of Agricultural Income with Non-Agricultural Income).

Module 3 - Revenue and Capital Items

2 Hrs

Revenue and Capital (a) Receipts (b) Expenditure and (c) Losses.

Module 4 - Residential Status & Incidence Of Tax **8 Hrs**

Residential status- Resident – Ordinary & Not ordinary and Non-Resident of individual with incidence of tax – HUF & company – Residential status only.

Module 5 - Income from Salary **20 Hrs**

Income from Salary – Features of Salary Income – Basic Salary- Allowance – Types – Perquisites – Types section 89(1) – Tax Rebate U/S 88 – Problems.

Module 6 - Income from House Property **14 Hrs**

Introduction – Annual value under different situations (self - occupied – let out – partly self-occupied partly let out – portion wise and time wise) – deductions (u/s 24) – problems.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Form No. 49A (PAN) and 49B.
2. Filing of Income Tax Returns.
3. List of enclosures to be made along with IT returns (with reference to salary & H.P).
4. Preparation of Form-16.
5. Computation of Income Tax and the Slab Rates.
6. Computation of Gratuity.
7. Chart on perquisites.
8. List of enclosures to be made along with IT returns (with reference to salary and house property income)

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the canon of taxation, powers and functions of Income

tax authorities, officers and commissioner and CTDT and types of assessment of individual assessee.

2. Define the terms connected with assessment year, previous year, exempted income from agricultural income and total income.
3. Compare and contrast the Receipts, Expenditure and Losses of Revenue and Capital nature.
4. Identify the Residential Status and Incidence of Tax for the computation taxable income from the perspective of Individual, HUF and Company of residential status only.
5. Show the computation of Income from Salary of an Individual assessee after taking into consideration of U/S 89(1) and 88.
6. Show the computation of Income from House Property of an Individual assessee after taking into consideration deduction U/S 24.

Books for Reference

- ✓ Bhagwati Prasad, Direct Taxes: Law and Practice, 34th Edition, New Delhi, Wishwa Prakashan Publishers, 2000.
- ✓ Dinakar Pagare, Law and Practice of Income Tax, 27th Edition, New Delhi, Sultan Chand & Sons, 2004.
- ✓ Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic Approach to Taxation, 42nd Edition, New Delhi, Wolters Kluwer India Pvt. Ltd, 2019.
- ✓ Lal B.B. & Vashisht N., Direct Taxes: Income Tax, Wealth Tax and Tax Planning, 30th Edition, Delhi, Konark Publisher Ltd., 2012.
- ✓ Dr. Mehrotra H.C. & Dr. Goyal S.P., Income Tax Law and Accounts, 60th Edition, Agra, Sahitya Bhavan Publication, 2019.
- ✓ Narang D.B., Gaur V.P., Income Tax Law and Practice, 47th Edition, New Delhi, Kalyani Publications, 2017.
- ✓ Dr. Vinod K. Singhania, Direct Taxes, 43rd Edition, Mumbai, Taxmann Publication, 2019.

SEMESTER - VI
M4 17 MC 503: BUSINESS ETHICS

COURSE OBJECTIVES

The students will be able to:

1. Illustrate the role of code of conduct and consequences on ethical and unethical behavior of Managers at personal, Professional, Business and corporate governance level.
2. Enumerate the role of ethical theories in building Business ethics.
3. Illustrate the ethical decision making models and its application in the functional areas of business
4. Identify the Contributions of major literary and cinematic work in analyzing the ethical and unethical practices in public and personal lives.
5. Evaluate the evolution and benefits of corporate Social responsibilities in India and its compliances as per provisions of Indian companies Act.
6. Examine the Corporate Governance practices in India and its influence as per guidelines of World Bank on corporate Governance ethics.

Module 1 - Prologue to Ethics

5 Hrs

Meaning and scope – principles of personal ethics – principles of professional ethics – business ethics – code of conduct and ethics for managers – values and ethics – roots of unethical behaviour – need for business ethics – corporate governance ethics

Module 2 - Ethical Theories and Models

8 Hrs

Ethical relativism and absolutism – role of ethical theory in business – classification of ethical theories: 1) Consequentiality or Teleological theories – Utilitarianism – Egoism. 2) Non-consequentialist or Deontological theories – Kantian theories. 3) Other normative theories: stockholder, stakeholder, social contract, and trusteeship

theories.

Module 3 - Ethical Decision Making

7 Hrs

Implications of unethical issues in different functional areas of business like finance, HR and marketing – Economic ideologies: Capitalism, Socialism and Communism -Economics and Business Ethics – Global Business Practices – Consumerism, Human Rights, Healthcare and Labour – Sustainable Development. Ethical models – Tucker’s 5 question model - American Accounting Association model – Ethical Decision Making Process.

Module 4 - Ethics and Literature

20 Hrs

Exploring ethical and moral dilemmas through literary and cinematic works. A discussion of the following literary and cinematic works will explore ethical dilemmas that occur in various contexts in public and personal lives.

1. Antigone and Oedipus Rex: Politics and Governance.
2. Hamlet and Dr. Faustus: Duty, Responsibility and Temptation.
3. Crime and Punishment and A Short Film About Killing: Life and Death.
4. Three Colours: Blue, White & Red: Relationships.

Module 5 - Corporate Social Responsibility (CSR)

10 Hrs

Concept of CSR, Corporate Philanthropy, Strategic Planning and Corporate Social Responsibility; Relationship of CSR with Corporate Sustainability; CSR and Business Ethics, CSR and Corporate Governance – Ethics in functional areas of Business – insider trading, whistle blowing etc.CSR provisions under the Companies Act 2013; CSR Committee; CSR Models, Codes, and Standards on CSR – Case studies.

Module 6 - Corporate Governance

10 Hrs

Conceptual framework of Corporate Governance: Theories & Models, Broad Committees; Corporate Governance Reforms. Major Corporate

Scandals in India and Abroad: Common Governance Problems Noticed in various Corporate Failures. Codes & Standards on Corporate Governance - World Bank's guidelines (basics only)
- OECD principles (basics) - Sarbanes-Oxley Act 2002 (important clauses only).

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Grounding in philosophy of ethics and various debates on ethical practice and judgement.
2. Understanding ethical challenges through the lens of literature and cinema and applying them to real world situations.
3. Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
4. A group assignment on "The relationship between Business houses and Society" in Indian Context and relating the same with respect to the models studied.
5. Mini Project: Collect details of unethical practices by businesses in today's context in the areas of Production, Marketing, HRM, and Financial services and make a report.
6. Case studies/Role plays related ethical issues in business with respect to Indian context.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate the role of code of conduct and consequences on ethical and unethical behavior of Managers at personal, Professional, Business and corporate governance level.
2. Enumerate the role of ethical theories in building Business ethics.
3. Illustrate the ethical decision making models and its application in the functional areas of business.
4. Identify the Contributions of major literary and cinematic work in analyzing the ethical and unethical practices in public and personal

lives.

5. Evaluate the evolution and benefits of corporate Social responsibilities in India and its compliances as per provisions of Indian companies Act.
6. Examine the Corporate Governance practices in India and its influence as per guidelines of World Bank on corporate Governance ethics.

Compulsory Reading

1. Antigone and Oedipus Rex by Sophocles
2. Hamlet by Shakespeare
3. Dr. Faustus by Christopher Marlowe
4. Crime and Punishment by Fyodor Dostoevsky

Compulsory Viewing

1. A Short Film About Killing - Krzysztof Kieślowski
2. Three Colours: Blue, White & Red- Krzysztof Kieślowski

Books for Reference

- ✓ Aswathappa K. & Ramachandra, Business Law, 2nd Edition, Mumbai, Himalaya Publishing House, 2018.
- ✓ Garg K.C., Sareen V.K. & Mukesh Sharma, Business Law, 1st Edition, New Delhi, Kalyani Publishers, 2015.
- ✓ Kapoor N.D., Business Law, Sultan Chand & Co., 1st Edition, New Delhi, Sultan Chand & Co. , 2019.
- ✓ Kuchhal M.C. & Kuchhal Vivek, Business Law, 7th Edition, New Delhi, Vikas publication House, 2018.
- ✓ Majumdar A.K. & Kapoor G.K., Company Law and Practice, 24th Edition, New Delhi, Taxmann, 2019.
- ✓ Nabhi, Business Law: Indian Law House, 1st edition, Mumbai, 2015.
- ✓ Tulsian P.C., Business Law, 3rd Edition, New Delhi, Tata McGraw Hill, 2014.
- ✓ Zad N.S., Company Law, 6th Edition, New Delhi, Taxmann, 2019

SEMESTER - V
ELECTIVE-I: ACCOUNTS

PAPER-I

EL 15 AC 504: ADVANCED CORPORATE REPORTING I

COURSE OBJECTIVES

The students will be able to:

1. Explain the process of consolidation of group accounting such as Subsidiaries, Associates, Joint operations and Joint ventures within the framework of financial reporting of IFRS.
2. Compute the valuation of goodwill and minority interest by using Proportion Method and Fair value method for consolidating the group accounting as per IFRS.
3. Show the treatment of Intra group transactions such as purchases and sales, transfer of non -current assets, bills receivable and payable, Dividend declaration and payment and Loans and interest as per IFRS.
4. Develop consolidated Balance Sheet for simple group consisting of one/two subsidiary/Associates as per IFRS framework.
5. Develop consolidated Statement of Profit or Loss for simple group consisting of one/two subsidiary/Associates as per IFRS framework.
6. Develop consolidated changes in equity for simple group consisting of one/two subsidiary/Associates as per IFRS framework.

Module 1 - Concept of Group Accounting

10 Hrs

Concepts of simple & complex groups, Concept of Control, Power and significant influence, Associate. Concept of Joint operation, Joint venture, Associate Company. Process of Consolidation - Consolidation of subsidiaries, associates, joint operations and Joint ventures.

Module 2 - Computation of Goodwill and Controlling Interest of Subsidiary Companies

12 Hrs

Computation of purchase consideration (cash, share exchange, deferred consideration, contingent consideration), Valuation of goodwill on date of acquisition, Negative good will, Fair value of net assets of subsidiary, Methods of valuing Non-Controlling Interest – Proportionate method and Fair value method, contingent liabilities of subsidiary.

Module 3 - Treatment of Intra Group Transactions **10 Hrs**

Purchase and Sale of goods and services, Unrealised profits, Transfer of non-current assets and Depreciation adjustment Bills receivable and Bills payable and Dividend declaration and Payments, Loans and Interest.

Module 4 - Consolidated Statement of Financial Position **10 Hrs**

Preparation of Consolidated balance sheet (simple group only – one/two subsidiary, one associate)

Module 5 - Consolidated Statement of Profit or Loss **8 Hrs**

Preparation of Consolidated Statement of Profit or Loss (simple group only – one/two subsidiary, one associate)

Module 6 - Consolidated changes in Equity **10 Hrs**

Preparation of Consolidated changes in Equity (simple group only – one/two subsidiaries)

Skill Development

(These activities are only indicative, the Faculty member can innovate)

- a. Analysis of a real time case of consolidation – Holding Company and Subsidiary company (based on a published report).
- b. Analyse the after effects of a consolidated company – pro's and con's.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the process of consolidation of group accounting such as Subsidiaries, Associates, Joint operations and Joint ventures within the framework of financial reporting of IFRS.
2. Show the Computation of the valuation of goodwill and minority interest by using Proportion Method and Fair value method for consolidating the group accounting as per IFRS.
3. Show the treatment of Intra group transactions such as purchases and sales, transfer of non- current assets, bills receivable and payable, Dividend declaration and payment and Loans and interest as per IFRS.
4. Construct consolidated Balance Sheet for simple group consisting of one/two subsidiary/ Associates as per IFRS framework.
5. Construct consolidated Statement of Profit or Loss for simple group consisting of one/two subsidiary/ Associates as per IFRS framework.
6. Construct consolidated changes in equity for simple group consisting of one/two subsidiary/ Associates as per IFRS framework.

Books for Reference

- ✓ *Jain & Narang – Kalyani Publications- Advanced Accounts*
- ✓ *S.N.Maheshwari- Advanced Corporate Accounting*
- ✓ *Ashok Sehgal, Deepak Sehgal , Taxmann's- Advanced accounting, Corporate accounting*
- ✓ *Sanjeev Singhal & R. Shankaraiah- Manual of Financial accounting and reporting*
- ✓ *Sariha Gosain and Rajeeh Gosain- Practical approach to IND AS implementation, illustrations, summary & comparisons*
- ✓ *CA Anand Banka- Comprehensive guide to IND AS implementation-CA Praveen Kumar- Consolidation under IND AS- IFRS converged standard-*

SEMESTER - V
ELECTIVE-I:
ACCOUNTS PAPER - II

EL 15 AC 505: ADVANCED CORPORATE REPORTING II

COURSE OBJECTIVES

The students will be able to:

1. Explain the concepts and treatment for special transactions such as financial instruments, leases, employee benefits and share based payments in the context of financial reporting as per IFRS.
2. Describe the accounting criteria for capitalizing leases by the lessee and by the lessor, in the context of Operating and financial leasing.
3. Examine the recognition and Measurement of financial assets and financial liabilities in identifying the key differences between Ind AS and IAS.
4. Apply the accounting treatment of short term and long term employee benefits and defined contribution and defined benefit plans in identifying the key differences between Ind AS and IAS.
5. Examine the recognition and measurement criteria for share-based payment transactions in identifying the key differences between Ind AS and IAS.
6. Apply basis of recognition and derecognition of Contract revenue and revenue from Sale of Goods and Services in identifying the key differences between Ind AS and IAS.

Module 1 - Introduction to Special Transactions

2 Hrs

Special Transactions, Concepts – financial instruments, leases, employee benefits, and share based payments.

Module 2 - Accounting for Leases

8 Hrs

IAS 17 and Ind AS 17(IFRS 16 & Ind AS 116 from 2019) , Finance and Operating Lease, Accounting in Books of Lessor and Lessee, (recognition, measurement & presentation).

Module 3 - Financial Instruments

20 Hrs

IAS 32 and Ind AS 32, IFRS 9, Ind AS 109, IFRS 7, Ind AS 107. Recognition and Measurement for financial assets and financial liabilities. Distinction between Equity and Liability. Hybrid instruments – Convertible debentures, FCCB etc. Impairment of financial instruments. Hedge accounting (Simple concepts only).

Module 4 - Employee Benefits

10 Hrs

IAS 19 and Ind AS 19, Short term and Long term benefits, Leaves and Holidays, Superannuation, Retirement and Post-retirement benefits. Defined contribution plan and Defined benefit plan, Actuarial valuation and assumptions. Recognition and Measurement of planned assets and benefit obligation in balance sheet & profit or loss account (Simple problems only).

Module 5 - Share based payments

10 Hrs

IFRS 2, Ind AS 102, Equity settled and Cash settled, Share appreciation rights and recognition and measurement of equity options and Share Appreciation Rights obligations.

Module 6 - Revenue Recognition

10 Hrs

IAS 11 & 18, Ind AS 11 & 18 (Change to IFRS 15 & Ind AS 115 from 2018 onwards) basis of revenue recognition, Inclusion and Exclusions, Contract revenue, revenue from sale of goods and services.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Analysis of Various case studies given in IFRS.org

COURSE OUTCOMES

After completion of the course the students will be able to :

1. Explain the concepts and treatment for special transactions such as financial instruments, leases, employee benefits and share based payments in the context of financial reporting as per IFRS.
2. Show the accounting treatment for Lease under IAS, Ind AS and IFRS

framework.

3. Show the accounting treatment for Financial instruments under IAS, Ind AS and IFRS framework.
4. Show the treatment for recognition and measurement of planned assets and (Employee Benefits)benefit obligation in Balance Sheet and Profit or loss account under IFRS and Ind AS framework.
5. Show the accounting treatment for Share based payments under IAS, Ind AS and IFRS framework.
6. Show the accounting treatment for Revenue recognition in the context of contract and sale of goods and services under IAS, Ind AS and IFRS framework.

Books for Reference

- ✓ CA Kamal Garg , *Bharat's- Practical guide to Ind AS and IFRS*
- ✓ B.D.Chatterjee, *Taxmann's- Illustrated Guide to Indian Accounting Standards*
- ✓ *Taxmann's- IFRS*
- ✓ *Dolphy D'Souza and Vishal Bansal, Snowwhite's- Indian Accounting Standards*
- ✓ *ICAI and IFRS.org Websites*
- ✓ *Sanjeev Singhal& R. Shankaraiah- Manual of Financial accounting and reporting*
- ✓ *Sariha Gosain and Rajeeh Gosain- Practical approach to IND AS implementation, illustrations, summary & comparisons*
- ✓ *CA Anand Banka- Comprehensive guide to IND AS implementation*
- ✓ *CA Praveen Kumar- Consolidation under IND AS- IFRS converged standard*

SEMESTER V
SKILLED BASED PAPER (ELECTIVE) ELECTIVE-
I: ACCOUNTS
PAPER V

SB 15 AC 506: ACCOUNTING INFORMATION SYSTEM

COURSE OBJECTIVES

The students will be able to:

1. Explain the purpose of accounting information systems and the links between business structure, processes, performance, and information systems.
2. Distinguish between information audit and System audit in internal environment.
3. Illustrate the role of EFT - EDI in the context of E - commerce frame work.
4. Illustrate the role of SET in the context of security and control issues in Information system.
5. Utilize Tally software to carry out right from journal to financial statements of financial information system.

Module 1 - Information Systems

8 Hrs

Meaning of System and Information System-Elements of Information System-Components of Information System- Accounting Information System-Classification of Information System.

Module 2 - Information Audit

5 Hrs

Information Audit-Differences between Traditional concepts of Audit and the latest trends-Applications of Audit and the concepts-System Audit in Internal Environment.

Module 3 - Introduction To E-Commerce

10 Hrs

Meaning of E-commerce-Types of Ecommerce-Role of E-commerce-Framework and EFT-EDI. Components of EDI- Benefits, and Types of activities and users.

Module 4 - Security and Control Issues in Information Systems **12 Hrs**

Meaning of Security-Types of Securities-Firewall-Proxy and Cryptography-Digital Signatures and Certificates.-SET.

Module 5 - Financial Accounting Systems and Packages **25 Hrs**

Financial Transaction-Books of Original Entry-Ledger and Trial Balance-P/L Account and Balance Sheet-Tally commands- Funds flow Statement-Cash flow statement-Financial Ratios and Analysis-Practicality of the concepts.

COURSE OUTCOMES

After completion of the course the students will be able to :

1. Describe the purpose of accounting information systems and the links between business structure, processes, performance, and information systems.
2. Distinguish between information audit and System audit in internal environment.
3. Identify the role of EFT - EDI in the context of E - commerce frame work.
4. Identify the role of SET in the context of security and control issues in Information system.
5. Use Tally software to carry out right from journal to financial statements of financial information system

SEMESTER- V
ELECTIVE II-
FINANCE PAPER-I
EL 15 FN 504: ADVANCED FINANCIAL MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Explain the role of financial manager and time value of money in maximization of shareholders' wealth.
2. Develop an optimum capital structure by using EBIT – EPS analysis and implications of theories of capital structure.
3. Evaluate investment decisions by using capital budgeting techniques.
4. Evaluate investment decisions under risk and uncertainty by using right from probability approach to Decision tree approach.
5. Examine the range of dividend theories and models and their implications on dividend decisions of a firm.
6. Explain the concept of working capital and financing options in the short run and its tradeoff between profitability and liquidity.

Module 1 - Finance Function

4 Hrs

Overview of Financial Management- Nature and importance, goals of Financial Management - financial environment, changing role of Financial Management-Time Value of Money-discounting & compounding of a rupee & annuity (simple problems)

Module 2 - Financing Decision-Capital Structure

12 Hrs

Capital Structure- Equity & Debt in capital structure, leverage, effects of leverage, EBIT-EPS analysis, factors determining capital structure, optimum capital structure. Capital Structure theories - Net Income Approach, Net Operating Income approach, WACC Approach

(Traditional view) & MM Approach (Modern view).

Module 3 - Investment Decisions-Appraisal Techniques 12Hrs

Investment Decisions & its importance; Estimating Cash Flows in an Investment decision, techniques of investment appraisal
-NPV, IRR, Probability Index, Multiple IRR, effect of inflation and taxation in computing cash flows and in Investment decisions.

Module 4 - Investment Decisions- Risk analysis 12 Hrs

Risk analysis -meaning of risk and uncertainty-Measuring risk-Probability Approach, Standard Deviation of Cash Flows, Certainty Equivalent Approach, Risk Adjusted Discount rate, Sensitivity Analysis, Decision tree analysis.

Module 5 - Dividend Decisions 10 Hrs

Dividend policy- Meaning, need, approaches to dividends, establishing a dividend policy. Dividend theories- Relevance Theory-Walter's Valuation model, Gordon's Growth model. Irrelevance Theory - Modigliani and Miller's model. Other Theories -tax differential theory, Residual theory, Gordon & Linter's theory.

Module 6 - Working Capital Decision 10 Hrs

Working capital financing-trade credit, working capital from banks-Cash credit, Overdraft, Discounting. Security for short-term financing-pledge of Accounts receivables, charge on inventory. Working capital Estimation - Operating Cycle Method, Regression Analysis Method, Concept of Working Capital Leverage.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Formulation of financial policies.
2. Case analysis of some live mergers reported in business magazines.
3. Preparation of small project report covering all components.
4. List out companies of recent mergers from past 3 years.(Indian and international).

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the role of financial manager and time value of money in maximization of shareholders' wealth.
2. Develop an optimum capital structure by using EBIT - EPS analysis and implications of theories of capital structure
3. Select an investment option by using capital budgeting techniques.
4. Select an investment option under risk and uncertainty by using right from probability approach to Decision tree approach.
5. Examine the range of dividend theories and models and their implications on dividend decisions of a firm.
6. Describe the concept of working capital and financing options in the short run and its tradeoff between profitability and liquidity.

Books for Reference

- ✓ *Gitman: Principles Of Managerial Finance*
- ✓ *I.M.Pandey: Financial Management.*
- ✓ *James & Van Horne: Financial Management.*
- ✓ *Khan & Jain Financial Management.*
- ✓ *Kovvry: Cost and Management Accounting.*
- ✓ *M.Y.Khan & P.K.Jain: Cost and management Accounting*

- ✓ *M.Y.Khan & P.K.Jain: Management Accounting and Financial Analysis*
- ✓ *Prasanna Chandra: Financial Management.*
- ✓ *S.N.Maheshwari: Financial Management Principles and Practices.*
- ✓ *Sharma & Sharshi Gupta: Financial Management.*

SEMESTER- V
ELECTIVE II-
FINANCE PAPER II

**EL 15 FN 505: FINANCIAL INSTITUTIONS AND
MARKETS**

COURSE OBJECTIVES

The students will be able to:

1. Describe the evolution, function and sub system of Indian financial System as influenced by regulatory regimes and degrees of international openness.
2. Outline the structure of financial institutions system, RBI and SEBI and its functions in the wake of globalized economic era.
3. Illustrate the structure of financial Markets system in Indian and its functions and integration with global financial system.
4. Examine the operational Mechanism of Primary Market and its methods of issue as warranted by differing needs of issuing companies, regulatory regimes and degrees of international openness.
5. Evaluate the operational Mechanism of Secondary Market as influenced by regulatory regimes and degrees of international openness.
6. Evaluate the operational Mechanism of Money Market and the type of instruments as warranted by differing needs of issuing companies and investing public, regulatory regimes and degrees of international openness.

Module 1 - Indian Financial System

4 Hrs

Evolution of Indian Financial System- Structure (sub-systems) of Indian Financial System: Introduction to: Markets, Instruments, and Institutions & Services.

Module 2 - Financial Institutions **8 Hrs**

Overview of Financial Institutions- Nature & Role:
Banks: Commercial Banks, Regional Rural Banks, Development Banks, Co-operative Banks, EXIM, Investment Banks & Merchant Banks; NBFCs & Mutual Funds - Role of Regulatory Bodies: **SEBI:** Objectives & Functions; RBI, DCA & Stock Exchanges.

Module 3 - Financial Markets **6 Hrs**

Role and Importance & Classification of Financial Markets - Linkages between Economy and Financial Markets -Factors affecting financial markets-Integration of Indian Market with Global Markets.

Module 4 - Primary Market **14 Hrs**

Role and Importance -Public Issue through Prospectus, Green Shoe Option, Offer for Sale, Private Placements, Rights Issue, On-Line IPO, Book Building of Shares, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity - Performance of Primary Market in India - Corporate Listings: Listing Requirements & Process - Delisting of Corporate Stocks.

Module 5 - Secondary Market **18 Hrs**

Regional and Modern Stock Exchanges - International Stock Exchanges -Indian Stock Indices and their Construction - Free Float vs. Full Float Methodology(concept only).

Stock Markets Instruments: Equity Shares, Debentures, And Bonds& Derivatives: Equity, Commodities, Currency & Indices.

Trading & Settlement: Trading & DEMAT Accounts - Types of Orders - Margin Trading, VaR Margin- Settlement Mechanism.

Module 6 - Money Market **10 Hrs**

Role and Participants in Money Markets- Segments of Money Markets: Call Money Markets, Repos and Reverse Repo Concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit- Role of STCI and DFHI in Money

Market.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. To collect information regarding the various services offered by banks.
2. To track the changes in services offered by banks over the years.
3. To collect a sample tripartite lease agreement.
4. To collect complete details regarding companies funded by venture capitalists.
5. To study the role of derivatives in financial markets.
6. To visit a bank and collect information regarding the risk management tools offered by them with respect to derivatives.
7. To collect information on NASDAQ, Nifty and Sensex.
8. To submit a mock business proposal to venture capitalists.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the evolution, function and sub system of Indian financial System as influenced by regulatory regimes and degrees of international openness.
2. Outline the structure of financial institutions system, RBI and SEBI and its functions in the wake of globalized economic era.
3. Illustrate the structure of financial Markets system in India and its functions and integration with global financial system.
4. Examine the operational Mechanism of Primary Market and its methods of issue as warranted by differing needs of issuing companies, regulatory regimes and degrees of international openness.
5. Evaluate the operational Mechanism of Secondary Market as

influenced by regulatory regimes and degrees of international openness.

6. Evaluate the operational Mechanism of Money Market and the type of instruments as warranted by differing needs of issuing companies and investing public, regulatory regimes and degrees of international openness.

Books for Reference

- ✓ *Khan, M Y. (2010). Financial Markets and Institutions, McGraw Hill Higher Education*
- ✓ *LM Bhole, Financial Institutions and Markets*
- ✓ *Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications*
- ✓ *Venkatesh T R: Indian Financial Market an Introduction*
- ✓ *Saunders, Anthony & Cornett, Marcia Million (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill*

SEMESTER V
SKILLED BASED PAPER (ELECTIVE)
ELECTIVE II- FINANCE
PAPER V
SB 15 FN 506: FINANCIAL MODELING

COURSE OBJECTIVES

The students will be able to:

1. Explain the basic and advanced features of excel in the context of financial modeling applications.
2. Apply Advanced Excel functions to present behaviour of sensitivities to projected financial metrics of a firm.
3. Examine the techniques, elements and approaches of forecasting financial statements.
4. Construct models in different areas of finance including investments, corporate finance, Project finance and derivatives in Identifying the Revenue Drivers and Cost Drivers.
5. Construct simple financial models by using subroutines and Functions.
6. Justify what makes a good model and a bad one and adopt a logical, structured and disciplined approach towards Advanced Financial Model building.

Module - 1

10 Hrs

Introduction to Understanding the Basic Features of Excel
Introduction to Excel, Understanding Advanced Features of Excel
Modeling Database Functions in Excel
Creating Understanding Finance Functions Using Forms and Control

Toolbox Charts Creating Dynamic Models present in Excel.

Module - 2

10 Hrs

Sensitivity Analysis using Excel Other Sensitivity Analysis Scenario Manager Different Statistical Distributions used in Features, Simulation using Excel Generating Random Numbers that follow a particular distribution Simulation Building Models in Finance using Simulation.

Module - 3

10 Hrs

Preparing common size statements Excel in Accounting directly from Trial Balance Forecasting Analyzing Financial Statements by using Financial Statements using Excel Spreadsheet Model .

Determining Project Viability Excel in Project Appraisal Simulation in Project Appraisal Risk Analysis in Project Appraisal.

Module - 4

10 Hrs

Determination of Value Drivers Excel in Valuation Risk Analysis in Valuation , Excel DCF Valuation Creating Dynamic Determining Efficient Portfolio in Portfolio Theory Portfolios Fixed Portfolio Insurance Black and Income Portfolio Management using Excel, Excel in Derivatives Real Options Valuation, Building a Greeks in Excel Scholes Model in Excel Mega Model.

Module - 5

10 Hrs

Understanding Subroutines and Functions and building simple financial models using subroutines and functions Subroutines and Recording and Editing Macros Functions Message Box Decision Rules, and Input Box Debugging.

Module - 6

10 Hrs

Designing Advanced Financial Models using VBA Actual Other Advanced Features User Forms Model Building.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate the basic and advanced features of excel in the context of financial modeling applications.
2. Use Advanced Excel functions to present behaviour of sensitivities to projected financial metrics of a firm.
3. Illustrate the techniques, elements and approaches of forecasting financial statements.
4. Construct models in different areas of finance including investments, corporate finance, Project finance and derivatives in Identifying the Revenue Drivers and Cost Drivers.
5. Construct simple financial models by using subroutines and Functions.
6. Justify what makes a good model and a bad one and adopt a logical, structured and disciplined approach towards Advanced Financial Model building.

SEMESTER - V
ELECTIVE-III: HUMAN RESOURCE
MANAGEMENT PAPER - I
EL 15 HR 504: EMPLOYEE RELATION LAWS IN INDIA

COURSE OBJECTIVES

The students will be able to:

1. Explain the concept of social welfare, Labour welfare and social security and implications of Indian constitution on labour welfare and social security.
2. Illustrate the implications of major laws in India ranging from Trade union Act 1926 to Whistleblowers Protection Acton 2014 on labour welfare activities.
3. Examine trends of industrial disputes and trade unions and ways of settling disputes.
4. Describe the participative management from the perspectives of personal, sociological, classical, human resources and human relations and ways of empowerment.
5. Adopt the procedure to maintain the Safety and Health of employees prescribed by Government of India and management strategies and corrective actions in the context o Accidents and occupational diseases.
6. Describe the meaning of counselling, types of problems for counselling and the role of manager as counsellor.

Module 1 - Introduction

10 Hrs

Concepts and Scope of Labour Welfare & Social Welfare and Social Security - Types of Welfare Activities - Statutory and non statutory - Principles of Labour Welfare-Indian

Constitution and Labour -Growth of Labour Welfare & Social Security in India.

Module 2 - Employee Relations Laws in India **13 Hrs**

Trade Unions Act 1926, Industrial Dispute (standing order) act 1946, Industrial Dispute Act 1947, The payment of Bonus Act 1965, Employee provident fund act 1952, Workmen's compensation Act 1923, Employees State Insurance act 1946, Payment of Gratuity Act, Maternity Benefit Act, Child Labour (Prohibition and Regulation) Act 1986, Whistleblowers Protection Act, 2014.

Module 3 - Industrial Relations **6 Hrs**

Definitions & Nature -Impacts on Organisation; Industrial disputes - Causes of disputes - Types & Trends of disputes; Trade unions, Trade unions in India; Employee Federations- Dispute settlement Machinery-collective Bargaining- Employees discipline and Domestic enquiry; Employee Grievances; Ways of settling disputes.

Module 4 - Participative Management **10 Hrs**

Participative Management - Importance - Concept & Philosophy of Participative management-Scope -Perspectives of Participative Management(personal, sociological, classical, human relations & human resources perspectives)-Forms of Participation - Direct & Representative - self - directed; Participative management in different countries-problems in developing participative management; Empowerment - Ways of Empowerment-being an "Equal Opportunities" employer.

Module 5 - Occupational Hazards - Industrial Health & Safety **15 Hrs**

Government of India's Concept of Occupational ,Safety & Health -the statutes of GOI-Sectors covered-DGFASLI-DGMS-Mines Act-Hazards exposure and Consequences-OSH in Agriculture-

Construction Sector-Shops and Establishments-Beedi and Cigar Manufacturing-Waste Management.

Accidents: Types & category of accidents - Causes & Prevention of accidents-unsafe actions and conditions, personal and job factors of accidents; Safety: Need for safety - Measures - Supervisors role in safety- Prevention of Accidents-Job Safety Analysis-Planned Job Observations-steps in planned job observations; Hindsight Vs Foresight programs-Accident Control-Accident Response- Accident Investigations-Corrective Actions.

Health: Physical health & mental health - Problems and remedies - Noise control. Job stress: Industrial Stress-Meaning - Understanding stress and its consequences - Potential sources of stress - stress consequences- Physiological-psychological and behavioural symptoms - Stress Management strategies. Occupational diseases Alcoholism and drug abuse - Violence in the work place.

Module 6 - Managerial Counselling

6 Hrs

Meaning of counselling - Manager as a counsellor - Conditions for counselling - Counsellor's relation with ilk Counseele -Principles of personal counselling - Cordial relationship - Mutual recognition - Respect and congruence - Empathy - Types of problems for counselling.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Learn the procedure involved in settling industrial disputes by visiting an organization. Write a report.
2. Report on how an industrial dispute was settled in a particular organization.
3. Make a study of the Labour Welfare and Social Security Measures in any organisation.

4. Make a case study of workers collaboration & participation in management of particular company.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the concept of social welfare, Labour welfare and social security and implications of Indian constitution on labour welfare and social security.
2. Illustrate the implications of major laws in India ranging from Trade union Act 1926 to Whistleblowers Protection Acton 2014 on labour welfare activities.
3. Examine trends of industrial disputes and trade unions and ways of settling disputes.
4. Describe the participative management from the perspectives of personal, sociological, classical, human resources and human relations and ways of empowerment.
5. Adopt the procedure to maintain the Safety and Health of employees prescribed by Government of India and management strategies and corrective actions in the context of Accidents and occupational diseases.
6. Describe the meaning of counselling, types of problems for counselling and the role of manager as counselor.

Books for Reference

- ✓ *Naseer Elhahi- Industrial Safety Management- Kalpaz Publication, New delhi.*
- ✓ *Bernardin-Tata McGraw- Human Resource Management- Hill Education, 2007*
- ✓ *Bhagdiwal Flippo: Personnel Management and Industrial Relations.*
- ✓ *Biswanth Ghosh: Personnel Management and Industrial*

Relations.

- ✓ *Davar- Personnel management and Industrial Relations.*
- ✓ *George Bohlander, (et al): Managing Human Resources.Thomson. South Western.*
- ✓ *Ian Beardwell and Len Holden. Human Resource Management - A Contemporary Perspective.*
- ✓ *Johnson: Introduction to Industrial Relations.*
- ✓ *Louis R Gomez – Mejia(et al): Managing Human Resources.Person Education.*
- ✓ *Memoria C B: Dynamics of Industrial Relations in India.*
- ✓ *Peter Ward: 360 Degree Feedback, Jake Publishing House.*
- ✓ *Raymond A. Noe et al. Human Resource Management - Gaining Competitive Advantage. Irwin McGraw Hill.*
- ✓ *Sharma, A. M.: Industrial Relations.*

SEMESTER - V
ELECTIVE-III: HUMAN RESOURCE MANAGEMENT PAPER
- II
EL 15 HR 505: HUMAN RESOURCE DEVELOPMENT

COURSE OBJECTIVES

The students will be able to:

1. Describe the role and competencies of HRD in the context of changing view of global HRD and internet usage.
2. Develop HRD process and activities for the management development and ethical practice of employees of chosen organization.
3. Compare and contrast the techniques of OD at individual level and group level in accordance with attitude formation and change of mindset of consumers.
4. Integrate the productivity with combined effect of Team development, quality circle and Quality of work life balance among the employees of an organization.
5. Illustrate the managerial practice of transaction analysis as a tool for HRD.
6. Identify the challenges of HR and Application of recent trends ranging from Competency mapping to HR Audit.

Module 1 - Introduction to Human Resource Development 7 Hrs

Introduction to HRD - Meaning-Relationship between HRD AND HRM-HRD Processes and Outcomes-HRD Matrix-HRD Interventions- Personality quotient - Emotional quotient/ Intelligence - Changing view of Global HRD and the use of computer and the internet (HRIS) - Role and competencies of HRD Professionals.

Module 2 - HRD Process and HRD Activities

16 Hrs

HRD Process -Assessing need for HRD- Designing and developing effective HRD Programs- Implementing HRD Programs-Evaluating the effectiveness of HRD Programs.

HRD Activities - Orientation and training - Orienting employees- Training process - Training needs analysis - Training techniques Evaluating training efforts - Methods of training - Sensitivity training - Case study - Role play - Business game - In basket exercise - Designing training program.

Development: Nature and purpose of management development- Managerial on-the-job training - Job rotation and management - Off the job management development techniques - Computerised managerial assessment and development program.

Ethics-Code of Employee Conduct- HR Audit-Data security and Data Breach, Antecedents and Incidences Reporting.

Module 3 - Organisational Development

8 Hrs

Introduction - Definition and concept -Characteristics-Growth and relevance of OD - Operational goals of OD - Conditions for OD success - Phases of OD -Group level and Individual Level Diagnosis- Techniques of OD - Interventions: Meaning and types -Benefits and limitations of OD - Change Process: Meaning -Types of change - Managing resistance to change at work- Institutionalizing Organisational Changes.

Module 4 - Managing Productivity

10 Hrs

Team Development - Nature of teams and types of teams - Techniques used in building team performance- Individualism V/S Collectivism.

QC: Meaning-Organisational Structure of Quality Circles-Merits and demerits of quality circles. Alternative work arrangements

Quality of Work Life: Meaning - Specific issues in QWL - QWL and productivity - Strategies for improvement of QWL.

Module 5 - Transactional Analysis

12 Hrs

Meaning and definition - Origins - Philosophy of TA - Goals - 6 Key

Concepts - Ego States - Transactions - Cross - Parallel- Ulterior.
Strokes - Different Types - Negative Strokes - Strokes Economy. Life
Positions -Four quadrants - Its Relevance to Managers - Co Relative
with Self-Esteem - Attitudes.

Module 6 - HR Applications and Trends

7 Hrs

Competency Mapping, People Capability Maturity Model (PCMM),
Balanced Score Card, Appreciative Enquiry, Employer Branding,
Employee Branding, Cross Cultural Training, HRD Audit, Challenges
in HR.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Design a training program to train (a) Sales person; (b) Machine operator; (c) Accountant.
2. Give examples of the practical applications of computer and internet in HRD.
3. Report on the alternative work arrangement in any company in the IT Sector.
4. Study the concept of Quality of Work Life in any organisation.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the role and competencies of HRD in the context of changing view of global HRD and internet usage.
2. Develop HRD process and activities for the management development and ethical practice of employees of chosen organization.
3. Compare and contrast the techniques of OD at individual level and group level in accordance with attitude formation and change of mindset of consumers.

4. Integrate the productivity with combined effect of Team development, quality circle and Quality of work life balance among the employees of an organization
5. Illustrate the managerial practice of transaction analysis as a tool for HRD.
6. Identify the challenges of HR and Application of recent trends ranging from Competency mapping to HR Audit.

Books for Reference

- ✓ *Beauchamp Tom L: Ethical Theory and Business, Prentice Hall.*
TMTM *Jean Marleen: Performance Oriented HRD.*
- ✓ *Mahesh V S: Thresholds of Motivation, Tata McGraw Hill.*
- ✓ *Pandey: HRD.*
- ✓ *Rao & T. V. Verma: HRD.*
- ✓ *Rao M G, Mintty B. S. & Rao K. K: Personnel Management – Text & Cases.*
- ✓ *Singh B P & Chabra T N: Personnel Management & Industrial Relations.*
- ✓ *SubbaRao P & Rao V S P: Personnel / HRM: Text, Cases & Games.*

SEMESTER V
SKILLED BASED PAPER (ELECTIVE)
ELECTIVE-III: HUMAN RESOURCE MANAGEMENT
PAPER V
SB 15 HR 506: SAP (HCM)

COURSE OBJECTIVES

The students will be able to :

1. Illustrate how the functionality of ERP and SAP work and assigning a code to company and personnel area to the company code.
2. Show how to define employee group, employee sub group and payroll area to create personnel structure in ERP – SAP.
3. Show how to maintain number ranges in organizational management in creating organizational unit in ERP – SAP.
4. Illustrate how to maintain number ranges of personal numbers and personal actions under ERP – SAP personnel administration.
5. Show how to run a recruitment process through ERP – SAP recruitment structure.
6. Show how to integrate with work schedule by defining daily work schedule and rules in ERP – SAP time management structure.

Module 1 - Introduction to SAP

10 Hrs

Introduction, Overview of ERP and SAP, Login Process, Customization of screens, user creation, defining a company code, assigning a company code to the company. Defining the personnel areas, assigning the personnel areas to the company code.

Module 2 - Personnel Structure

15 Hrs

Define Employee Groups, Define Employee Sub Groups, Define the payroll area and assigning the employee sub group to the employee group.

Module 3 - Organization Management **15 Hrs**

Create a Organizational Unit, Set up number of assignment for plan versions, Maintain Number ranges in Organizational Management, Set up Transport connection and Integration.

Module 4 - Personal Administration **10 Hrs**

Maintain Number ranges of Personal numbers, Maintain User Parameters, Define Employee Attributes, set up personal action type, Maintaining Personnel actions.

Module 5 - Recruitment **5 Hrs**

Creating new position, Applicant numbers creation, Create Media, Create Recruitment Instrument, Creating Advertisement and recruitment structure.

Module 6 - Time Management **5 Hrs**

Define daily work schedules, Defining of rules and their integration with work schedule, Case Studies

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate how the functionality of ERP and SAP work and assigning a code to company and personnel area to the company code.
2. Show how to define employee group, employee sub group and payroll area to create personnel structure in ERP – SAP.
3. Show how to maintain number ranges in organizational management in creating organizational unit in ERP – SAP.

4. Illustrate how to maintain number ranges of personal numbers and personal actions under ERP – SAP personnel administration.
5. Show how to run a recruitment process through ERP – SAP recruitment structure.
6. Show how to integrate with work schedule by defining daily work schedule and rules in ERP – SAP time management structure.

Book for Reference

- ✓ *SAP HR Time Management: Technical Reference and Learning Guide Paperback – 2010 by Aggarwal S.K (Author)*

SEMESTER – V
ELECTIVE-IV: MARKETING MANAGEMENT
PAPER- I
EL 15 MK 504: CONSUMER BEHAVIOUR

COURSE OBJECTIVES

The students will be able to:

1. Explain the need for study of consumer behavior by Big data analysis and its application in marketing.
2. Identify the external factors that influence consumer behavior.
3. Justify study of the theories of consumer behavior in predicting the behavior of consumer.
4. Describe the components and process of consumer learning and its implication attitude formation and change of consumer behavior.
5. Illustrate the stages in consumer decision making process and post purchase behavior of consumer.
6. Describe how to enhance consumer satisfaction and implication of consumer protection act in the enhancement of consumer satisfaction.

Module 1 - Introduction

10 Hrs

Definition and scope - Consumer and customer - Disciplines involved in the study of consumer behaviour - Scope of Consumer Behaviour - Necessity of studying consumer behavior - Consumer behaviour application in marketing - Trends in consumer behaviour - Market segmentation and consumer behaviour - VALS psychographic segmentation - (Case Study approach) Meaning and Use of Big Data in Consumer behaviour Studies - Changing paradigm of Market Segmentation - Gaining Consumer Insights through Behavioral Insights on Big Data - Data Security and Privacy (Basics only).

Module 2 - The External Environment

10 Hrs

Factors influencing consumer behaviour - Consumer & cultural influences - Sub-cultural and cross cultural influences - Social class influences and consumer behaviour - Group dynamics and

consumer reference groups – Household decision making and family influences – Opinion Leadership.

Module 3 - Theories of Consumer Behaviour 8 Hrs

Needs – Goals and motives of consumers – Other Theories of Motivation i.e., Marshallian's – Freud's – Herzberg's – Maslow's hierarchy of needs – Personality and self concept – Self concept theory – Psycho analytic theory – Neo Freudian theory – Trait theory of personality.

Module 4 - Individual Determinants of Consumer Behaviour 10 Hrs

Perception: Factors and process – Components of consumer learning– Mechanisms of learning – Consumer memory – Consumer information processing – Nature of consumer attitudes – Components of attitudes – Hierarchy of effects – Attitude formation and change.

Module 5 - Consumer Decision Making Process 10 Hrs

Stages in consumer decision process – Types of decision making – Post purchase behaviour – Personal influence and opinion leadership– Diffusion of innovations – Adoption process.(Case Study approach)

Module 6 - Consumer Satisfaction And Consumerism 12 Hrs

Concept of consumer satisfaction: Working towards enhancing consumer satisfaction – Sources of consumer dissatisfaction – Dealing with consumer complaint – Concept of consumerism – Consumerism in India – Reasons for growth of consumerism in India – Consumer Protection Act 1986 –Cases from Indian Consumer Court.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Collect five print ads of products, which are directed at the life style segments. Describe the lifestyle that these ads focus on.
2. Construct a brand personality inventory for two different brands in the same product category. Ask five of your

- friends to rate each brand on ten different personality dimensions. Do these brand personalities relate to the advertising strategies to differentiate these brands?
3. Mention five examples each of classical conditioning instrumental conditioning and cognitive learning used in advertising.
 - a. Positive Re-enforcement
 - b. Negative Re-enforcement
 4. Interview and report on three male and female consumers and attempt to find out products and situations leading to high involvement and low involvement conditions for them. What are the implications for marketers for influencing such consumers?
 5. Prepare a report on the impact on western films on the outlook of urban youth in India. Identify the consumption of two products in different categories that reflect this.
 6. Find and describe two ads which are based on affective (emotional) choice and cognitive (intellectual) choice. Why do you think the marketer is adopting this approach and do you think the approach is appropriate?

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the need for study of consumer behavior by Big data analysis and its application in marketing.
2. Identify the external factors that influence consumer behavior.
3. Justify study of the theories of consumer behavior in predicting the behavior of consumer.
4. Describe the components and process of consumer learning, its implication attitude formation and change of consumer behavior.
5. Illustrate the stages in consumer decision making process and post purchase behavior of consumer.
6. Describe how to enhance consumer satisfaction and implication of consumer protection act in the enhancement of consumer satisfaction.

Book for Reference

- ✓ *Assael Henry: Consumer Behaviour and Marketing Action; Asian Books (P) Ltd, Thomson Learning, 6th Edition; 2001.*
- ✓ *Blackwell: Consumer Behaviour, 2nd Edition.*
- ✓ *David L. Loudon & Albert J. Bitta: Consumer Behaviour; 4th Edition, McGraw Hill Inc., New Delhi, 1993.*
- ✓ *Jay D. Lindquist & M. Joseph Sirgy: Shopper, Buyer and Consumer Behaviour, 2003.*
- ✓ *Leon. G. Schiffman & Leslie Lazer Kanuk: Consumer Behaviour; 6th Edition; Phi, New Delhi, 2000.*
- ✓ *Satish K. Batra & SHH Kazmi: Consumer Behaviour, Text and Cases. T.M.T.M Schiffman: Consumer Behaviour.*
- ✓ *Sontakki: Consumer Behaviour, 2nd Edition.*
- ✓ *Suja R. Nair: Consumer Behaviour in Indian Perspective First Edition, Himalaya Publishing House, Mumbai, 2003.*
- ✓ *Colin Strong. Humanizing Big Data: Marketing at the Meeting of Data, Social Science and Consumer Insight. Colin Strong Kogan Page Publishers (2015)*
- ✓ *Steve Lohr. Data-ism: The Revolution Transforming Decision Making, Consumer Behavior, and Almost Everything Else. Harper Collins*

SEMESTER - V
ELECTIVE-IV: MARKETING MANAGEMENT
PAPER - II
EL 15 MK 505: RETAIL AND LOGISTICS MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Explain the Retail management decision process and functions of retailer in satisfying customer needs in a rapidly changing and competitive environment.
2. Describe the theories of retailing and its relevance in analyzing the retailing environment.
3. Integrate retail location strategy into store loyalty strategy in accordance with type of customers.
4. Differentiate the role and responsibilities of merchandiser from that of Buyer in the context of merchandise management.
5. Develop a category management process for a retail store of your choice.
6. Examine the role of logistics management and supply chain management in retail management.

Module 1 - Introduction

6 Hrs

Retailing and economic significance- Functions of a retailer -Types of retailers – Trends in retailing – International Retailing – Retailing as a career –Retail Management Decision Process -Service Retailing.

Module 2 - Retailing Environment

10 Hrs

Theories of Retail Change: Theory of Natural Selection in retailing, Theory of Wheel of retailing, General-Specific-General Cycle or Accordion Theory, Retail Life Cycle Theory- - Multi channel retailing – Retail Aggregators Business Model – Phases of growth of retail markets – Retail Mix – BCG Matrix.

Module 3 - Store Loyalty Management and Retail Location

14 Hrs

Types of customers - Variables influencing store loyalty - Store loyalty models - Influencing customers through visual merchandising - Value added through private labels - Retail location strategy- Importance of location decision - Retail location research and techniques - Types of retail locations

Module 4 - Merchandise Management **10 Hrs**

Meaning - Roles and responsibilities of the merchandiser and the buyer - Function of Buying for different types of Organizations - Process of Merchandise Planning - Merchandise Sourcing - Methods of procuring merchandise - Concept of private label - Retail Pricing policies.

Module 5 - Category Management **10 Hrs**

Meaning - Definition of Category Management - Components of Category Management - Category Management Business process - Category Definition - Defining the Category Role-Destination Category, Routine Category, Seasonal Category, Convenience Category - Category Assessment - Category Performance Measures - Category Strategies - Category Tactics - Category Plan implementation - Category Review.

Module 6 - Logistics Management **10 Hrs**

Meaning of Supply Chain Management - Role of Market Logistics - Function and Importance of Market Logistics - Market Logistic Objectives - Integrated Logistic Systems - Market Logistics Decisions.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. To collect information regarding some of the major retail brand names in the world.
2. To study the advantages and disadvantages in the retail sector.
3. To study the role of malls in retail marketing.
4. A report to be made on industries directly dependent on different modes of transport systems in India.
5. Changes in retail chain management.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the Retail management decision process and functions of retailer in satisfying customer needs in a rapidly changing and competitive environment.
2. Illustrate the theories of retailing and its relevance in analyzing the retailing environment.
3. Design retail location strategy and store loyalty strategy in accordance with type of customers and profiling.
4. Differentiate the role and responsibilities of merchandiser from that of Buyer in the context of merchandise management.
5. Develop a category management process for a retail store of your choice.
6. Justify the indispensable role of logistics management and supply chain management in retail management.

Book for Reference

- ✓ *Coughlem: Marketing Channels.*
- ✓ *Gilbert Pearson: Retail Marketing Education Asia 2001.*
- ✓ *Micheal Levy & Barton AWeitz: Retailing Management, McGraw*
- ✓ *Patrick M Dunne: Robert F Lusch: Retail Management Hill Publications.*
- ✓ *Suja Nair: Retail Management, Himalaya Publishing House.*
- ✓ *W. Stern, E L. Ansary, T. Ooughlan: Marketing Channels, 6th Edition PHI New Delhi, 2001.*

SEMESTER V
SKILLED BASED PAPER (ELECTIVE) ELECTIVE-IV:
MARKETING MANAGEMENT
PAPER V
SB 15 MK 506: CUSTOMER RELATIONSHIP
MANAGEMENT (SAP)

COURSE OBJECTIVES

The students will be able to:

1. Illustrate how the functionality of ERP and SAP CRM architecture work and customization of screens and managing partnering relationships with customers and suppliers.
2. Show how to maintain organizational management right from business partner to claim management in ERP – SAP CRM.
3. Describe the key capabilities or processes and scenarios of SAP CRM Sales and service.
4. Show how to integrate the internet customer self service for B2B and B2C channels.
5. Show how to run CRM analytics through embedded competitors analysis in opportunity management.

Module 1 - Introduction to SAP

10 Hrs

Overview of ERP and SAP, Login Process, Customization of screens, user creation, sending messages, technical and functional, logout process, SAP Services, Cooperative business scenarios, CRM Architecture, Component Integration.

Module 2 - Master Data and functions

15 Hrs

Organizational Management, Business Partner, and Product catalogues, Warranty Management, Solution Database, Territory Management. Transactions, Date Management, Text Management, Pricing, credit management, multilevel categorization, funds management and claims management.

Module 3 - CRM Sales and Service

15 Hrs

Account Planning, Activity Management, Opportunity Management, Quotation and Order Management, Taxes and Rebate processing, Contract Management, Product Service letters, Web requests.

Module 4 - Marketing Channelization and Scenarios: Web channel through B2B and B2C

10 Hrs

ICSS Service- Internet Customer Self Service, Campaign Management, Segmentation, Lead to cash, Email work list, Template designer, Survey tool.

Module 5 - CRM Analytics

10 Hrs

Embedded Competitor Analysis in Opportunity Management, Dashboard on Home page, Applications and Case Studies regarding analytics.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate how the functionality of ERP and SAP CRM architecture work and customization of screens and managing partnering relationships with customers and suppliers.
2. Show how to maintain organizational management right from business partner to claim management in ERP – SAP CRM.
3. Describe the key capabilities or processes and scenarios of SAP CRM Sales and service.
4. Show how to integrate the internet customer self- service for B2B and B2C channels.
5. Show how to run CRM analytics through embedded competitors analysis in opportunity management.

SEMESTER - V
ELECTIVE-V: INTERNATIONAL BUSINESS PAPER - I
EL 15 IB 504: FUNDAMENTALS IN INTERNATIONAL
RELATIONS

COURSE OBJECTIVES

The students will be able to:

1. Describe the evolution of international relations from Westphalian sovereignty to recent changes in international monetary and economic environment and its influence of Government and non-government players (International economic institutions).
2. Illustrate the cultural and social pattern of ancient India and its transition to the present state of affairs in the context of globalization.
3. Relate the implications of theories of international relations on India and its global relations.
4. Integrate the evolution of India's foreign policy into development of institutional framework of Exports and Imports since 1947.
5. Identify the implications of dynamics of world trade and international negotiations on Eco politics, Migration and Refuge, Technology transfer and India's stand at UN/WTO on climate change and Agriculture.
6. Examine the EXIM policy and India's export performances in the context of key drivers and challenges in the past 5 years.

Module 1 - Introduction to International Relations **10 Hrs**

Evolution of the Discipline - Pre and Post Westphalia World (emergence only)

The History of French Revolution-Colonialism and Culture in British India-Enlightenment & Empire Brief insight into the 19th Century-Impact of World War-Cold war and India's stand- The Bretton Woods agreement.

Government & Non-Government players. Overview, objectives, role and importance: WTO- IMF-WORLD BANK-International Trade Organisations- NAFTA, SAARC, BRICS & ASEAN - International

Trade Centre-EU trade policy- -GATS-TRIPS & TRIMS.

Major Developments in the Current International Monetary and Financial Environment. Role of the IMF and Other International Economic Institutions.

Module 2 - India and Globalisation

8 Hrs

Overview of Social and Cultural Patterns of Ancient India-The Indian Middle Ages (1950's)- 1990's Liberalisation. The Making of Modern India-From Aesthetics to War: History of the Modern West-Reading Texts: (18th Century)-History of Silk Road: Pre- modern Patterns of Globalization (200BC-1453AD)-Sociology of Post-Industrial Societies.

Module 3 - International Relations Theories

12 Hrs

IR-Meaning, purpose, global opportunities available for IR. International Politics: Meaning, Definition, International Political scenario of IR. India in global relations.

Realism-Meaning-concept-Assumptions of Realism from History of the Peloponnesian War.

Neo realism-Meaning-Concept-Kenneth Waltz's theory-Divide.

Liberalism -origin of liberal theory- Neoliberal Institutionalism-Prisoner's dilemma.

Radicalism-Primacy of economics-new patterns of social relations-Hobson theory-Understanding Constructivism. Theory in Action: Analysing the 2003 Iraq War- The Realist-Liberal- Radical Interpretations.

Module 4 - Institutional Framework for Exports and Imports and India's Foreign Policy since 1947 (Idealism Vs Neo- Liberalism) **14 Hrs**

Foreign Trade Policy - Highlights - Special Focus Initiatives - Duty Drawback - Deemed Exports - ASIDE - MAI & MDA - Star Export Houses - Town of Export Excellence - EPCG Scheme - Incentives for Exporters. Export Promotion Councils-Commodity Boards - FIEO - IIFT - EOUs - SEZs - ITPO - ECGC - EXIM Bank.

India's journey over the decades, Non-alignment movement, India's wars, 1990's liberalization, Effect of domestic policies on foreign policy (eg: TN politics defining India's stand towards Sri Lanka), and effect

of foreign policy on domestic policies (eg: quality standards aligning to meet WTO regulations).

Module 5 - Recent Trends in World Trade and International Negotiations **8 Hrs**

Eco politics. Recent developments in WTO negotiations-The negotiations on industrial goods- The agriculture negotiations.

Switzerland's contribution in agriculture: implications for developing countries-The elimination of export subsidies- Reduction in domestic support- Market access Migrations and Refugee. Climate change and trade-Agriculture, trade and climate change-The food miles debate-The liberalisation of environmental goods and services-Intellectual property rights and transfer of technology-Carbon leakage and border tax adjustments. India's stand at UN/WTO on climate change and agricultural negotiations.

Module 6 - EXIM **8 Hrs**

EXIM-Role, purpose, benefits, Recent EXIM Policy. Export-Preliminaries, categories of export- Physical - Direct & Indirect (ii) Deemed Exports (iii) Merchant & Manufacturer Exports. Procedure and Benefits- Excise clearance Benefit / Rebate (ii) Income Tax Benefit, Shipment & Transport - Sea, Air, Rail, Road, Pipeline. SEZ, EHTP,STP& EOU's, Types of Export Houses Role of overseas agent & remittance of commission. Export of Principal Commodities in India. Overview of India's Export Growth Performance, key drivers and challenges in the past 5 years.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Foreign Language specialization: Spanish, French, German (Level 1)

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the evolution of international relations from Westphalian sovereignty to recent changes in international monetary and economic environment and its influence of Government and non

- government players (International economic institutions).
- 2 Illustrate the cultural and social pattern of ancient India and its transition to the present state of affairs in the context of globalization.
 - 3 Relate the implications of theories of international relations on India and its global relations.
 - 4 Integrate the evolution of India's foreign policy into development of institutional framework of Exports and Imports since 1947.
 - 5 Identify the implications of dynamics of world trade and international negotiations on Eco politics, Migration and Refuge, Technology transfer and India's stand at UN/WTO on climate change and Agriculture.
 - 6 Examine the EXIM policy and India's export performances in the context of key drivers and challenges in the past 5 years.

Book for Reference

- ✓ *Base Reading for paper 1: International Relations (A very short introduction), Paul Wilkinson*
- ✓ *International Relations, Joshua Goldstein*
- ✓ *Glimpses of World History, Pt. Jawaharlal Nehru*
- ✓ *Communist Manifesto, Karl Marx*
- ✓ *Atlas Shrugged, Ayn Rand*
- ✓ *Wehrich, Heing and Harold Koontz, Management: A Global Perspective, Mc-Graw Hill, NewDelhi.*
- ✓ *Stoner, James A. F., A. E. Freeman, and D. A. Gilbert (Jr.), Management, Prentice Hall of India Pvt.Ltd.*

SEMESTER - V
ELECTIVE-V: INTERNATIONAL BUSINESS PAPER -
II
EL 15 IB 505: INTERNATIONAL BUSINESS

COURSE OBJECTIVES

The students will be able to:

1. Explain the concept of International Business and steps involved in going international from the perspectives of global manufacturing concept and international demand and supply trade scenario.
2. Describe the development and implementation of partnership in the supply chain and manage the supply chain at Global level.
3. Describe the logistics task, logistics planning and integrating all means of transportation in the Logistics management at global level.
4. Illustrate the procedure in Export and Import documentation of the same Justify study of the theories of consumer behavior in predicting the behavior of consumer.
5. Relate the implication of changes in E banking and payments mode of international in nature ERP and related technologies, information system Audit methodology in International Business perspectives.
6. Describe the recruitment, selection and issues in staff selection of expatriates in the process of international human resource development.

Module 1 - Trade and Manufacturing
Hrs

10

Factors of production: Land, Labour & Capital. Mobility of these factors in Post-Independence. Introduction to the Manufacturing sector, Scenario and trends for the past 50 years, Concept and steps involved in going international-International business

strategies -Global Manufacturing-concept- Expansion Strategies - Regionalization - Regionalization Strategies.Procurement of goods for manufacturing. International Supply and Demand trade scenario. Future prospects for the same. **Applications of demand and supply:** price rationing, price floors, consumer surplus, producer surplus. A look at India's GDP since 1950.

New trends: Rise of E-commerce, 3D printing. Euro-zone issues (Eg: Brexit, the Greek Debt Crisis, Resurgent Russia, heightened terrorism threats, etc.)

Module 2 - International Supply chain **10** **Hrs**

Introduction to supply chain management The management components of supply chain management , supply chain processes , Electronically linking the supply chain , Supply chain performance measurement , Developing and implementing partnerships in the supply chain , Implementing supply chain management.

Concept, objectives of supply - production and distribution system, Role and Management of flow of material in supply chain management **Material Logistics:** Concept and Importance of Material Logistics.

Module 3 - Logistics Management **10** **Hrs**

Logistic Tasks: Follow-up of Order, Transportation, Warehousing, Inventory Control, Information Monitoring.

Logistic Planning: Major Aspects and Factors.

Transportation: Different modes of transport used for movement of materials - advantages - disadvantages - suitability. Road transport - Air transport - Water and Ocean transport - Multi-Model Transport System (Related Concepts)

Module 4 - Export Import Procedure **10** **Hrs**

Meaning and Definition of Export - Classification - Strategy

and Preparation for Export Marketing - Export Marketing Organizations - Registration Formalities Export Licensing - Selection of Export Product - Identification of Markets - Methods of Exporting - Pricing Quotations - Payment Terms - Letter of Credit.

Aligned Documentation System - Commercial Invoice - Shipping Bill - Certificate of Origin - Consular Invoice - Mate's Receipt - Bill of Lading - Import Documents - Transport Documents - Bill to Entry - Certificate of Inspection - Certificate of Measurements - Freight Declaration.

Overview of Free trade zone, SEZ, EOU and Steps in Export and Import Procedure.

Module 5 - Development in Trade and Technology **12 Hrs**

Recent Changes in IT sector in the field of Banking - Emergence of SWIFT-Definition-transactions and payments. E-Banking, NRI Banking, Self inquiry Facility, Remote Banking. (concepts Only)

Defining ERP, Origin and Need for an ERP System, ERP and Related Technologies: Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security IT act Government initiatives for Income tax fillings.

Information System Audit - Objectives of Information System Audit, Maintenance of System effectiveness, Ensuring System Efficiency, Information System Audit Approached, Information System Audit Methodology, Broad Frame Work for Conducting IS Audit.

Module 6 - IHRM **8 Hrs**

International Human Resource Development: Nature- Approaches-difference between domestic HRM and IHRM.

IHRP- Recruitment, selection and issues in staff selection of expatriates.

Migrations & Refugee: change in demographics and movement of labour. Cross culture management: definition, concepts, elements of culture, the growing importance of culture in organizations, culture and diversity, cross culture issues in organization. Cross-culture team work – benefits and problems. The role of ILO, Trade Unions, Expats.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

Foreign Language: Spanish, French, German

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the concept of International Business and steps involved in going international from the perspectives of global manufacturing concept and international demand and supply trade scenario.
2. Describe the development and implementation of partnership in the supply chain and manage the supply chain at Global level.
3. Describe the logistics task, logistics planning and integrating all means of transportation in the Logistics management at global level.
4. Adopt the procedure of Export and Import and documentation of the same.
5. Relate the implication of changes in E banking and payments mode of international in nature of ERP and related technologies, information system Audit methodology in International Business perspectives.
6. Illustrate the recruitment, selection and issues in staff selection of expatriates in the process of international human resource development.

Book for Reference

- ✓ *Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.*
- ✓ *Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.*
- ✓ *Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons, New Delhi. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.*
- ✓ *Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.*
- ✓ *Arnold, Champman and Ramakrishnan, Introduction to Materials Management 5th ed., 2007 Pearson Education, Inc.*
- ✓ *Pooler Victor H. Purchasing and Supply Management, Creating the Vision, New York, Chapman & Hall, 19997.*
- ✓ *Dutta A.K., Material Management, Inventory Control and Logistics, Jaicoi Publishing House, Mumbai.*
- ✓ *Roy Chaudhary, E.K. : Logistics Management*
- ✓ *Sharma SC: Warehousing and Distribution.*
- ✓ *Gopalakrishna, P. and Shandilya M.S. : Stores Management and Logistics.*
- ✓ *Martin Christopher : Logistics – The Strategic Issues.*
- ✓ *Handbook of Import-Export Procedures – Ministry of Commerce, - , Government of India, New Delhi*
- ✓ *Paras Ram Export: What, Where and How, Anupam Publishers, Delhi*

SEMESTER V
SKILLED BASED PAPERS (ELECTIVE)
ELECTIVE-V: INTERNATIONAL
BUSINESS PAPER V
SB 15 IB 506: FRENCH

Objective

Understanding, Speaking and Writing French and to gain the knowledge to work with the language.

Module 1 - Bonjour!

5 Hrs

Basic phrases, how to introduce oneself and others. Grammar: Different accents in french, gender differentiation, definite and indefinite articles, verbs être and avoir. Vocabulary: Numbers till 20, professions and nationality.

Module 2 - J'habite ici

10 Hrs

Talk about where one lives and ask other people. **Grammar:** -ER ending verbs conjugation, singular and plural form of nouns, prepositions à and en. **Vocabulary:** numbers till 100, cities and countries.

Module 3 - Chez moi

6 Hrs

Talk about family and your home. **Grammar:** possessive adjectives mon, ma, mes...-IR ending verb conjugation. **Vocabulary:** Family, Parts of the house.

Module 4 - L'heure

6 Hrs

Telling time. **Grammar:** -RE ending verb conjugation, preposition de, contraction of prepositions. **Vocabulary:** Numbers, the day, days of the week, months of the year.

Module 5 - La mode

7 Hrs

Talking about clothes and describing people. **Grammar:** Adjectives and their accordance, Irregular verbs. **Vocabulary:** Colours, clothes, parts of the body, characteristics of people.

Module 6 - Qu'est-ce que tu fais?**5 Hrs**

Talk about weather, sports and weekend activities. **Grammar:** Irregular verb conjugation, nouns and gender rules. **Vocabulary:** Weather, seasons, sports, leisure activities, likes and dislikes

Module 7 - Une ville**7 Hrs**

Talk about places in town and asking directions. **Grammar:** Interrogatives and question patterns. **Vocabulary:** Places in a city, directions, Prepositions.

Module 8 - Mmm, c'est bon!**6 Hrs**

Talk about food and drink, Ordering at a restaurant. **Grammar:** Negation of verbs, partitive articles. **Vocabulary:** Food and drink

Module 9 - L'avenir**8 Hrs**

Talking about future plans. **Grammar:** using verb aller to express near future

SEMESTER - V
SKILLED BASED PAPERS (ELECTIVE)
ELECTIVE-V: INTERNATIONAL BUSINESS
PAPER V
SB 15 IB 507: SPANISH

Objective

To have a basic understanding of the Spanish language and to be able to speak it.

Module 1 - Primeros contactos **10 Hrs**

Basic phrases, give information about oneself and others. **Grammar:** Nouns, gender, definite and indefinite articles, the verbs ser, tener and estar. **Vocabulary:** Countries, cities, nationalities, origin, professions, studies and alphabet.

Module 2 - Vida de estudiantes **10 Hrs**

Talk about student life, classes, telling time and dates. **Grammar:** AR, ER, IR regular verb conjugation, telling time, verbs of obligation. **Vocabulary:** Numbers till 100, days of the week, months of the year, activities and leisure, academic timetable.

Module 3 - Donde vives? **8 Hrs**

Talk about where one lives, the house and family. **Grammar:** reflexive verbs, possessive adjectives, singular and plural forms of nouns. **Vocabulary:** parts of the house, the family, ordinal numbers.

Module 4 - Una ciudad **7 Hrs**

Talk about your city, asking for directions. **Grammar:** verbs like gustar, comparatives, superlatives, interrogatives. **Vocabulary:** Places in a city, directions.

Module 5 - La moda **7 Hrs**

Talk about clothes and describing people. **Grammar:** Adjectives and their accordance. **Vocabulary:** Clothes, colours, characteristics of people.

Module 6 - Cena fuera

8 Hrs

Talk about food and drink, ordering at a restaurant. **Grammar:** Irregular verbs, partitive articles. **Vocabulary:** food and drink

Module 7 - El futuro y el pasado

10 Hrs

Describe things in the past and future. **Grammar :** verb acabar for expressing recent past activities and verb ir to express the near future.

SEMESTER - V
ELECTIVE - VII: BANKING AND INSURANCE PAPER I
EL 15 BK 504: BANK MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Explain the functions commercial Bank and central Bank of India and core banking concept of DRAT and DRT.
2. Illustrate the types of borrower and loans and Advances and principles of lending.
3. Describe the bank credit policy, types of loans and advances and Fee based and non - fee based services offered by commercial banks.
4. Develop a process of credit appraisal proposal and documentation at the time of renewal and death of borrower.
5. Design a follow up of loan at branch regional, head office and RBI level, recovery process and implications of Loan recovery tribunal and revenue recovery act.
6. Identify the recovery of Non-performing assets strategies and its recovery process as per guidelines of RBI

Module 1 - Introduction

6 Hrs

Evolution of money and banking - Core Banking concepts of DRAT, DRT and Sarfaesi Act - Central banking structure - Function of commercial banking - Financial Institutions in India
- Banking regulation act

Module 2 - Types of Borrowers

10 Hrs

Principles of lending - types of loans and advances - priority sector advances - Self-employment schemes - tribal and physically handicapped borrowers - women entrepreneurs - finance of SSI - personal and consumer loans - loans to partnership firms, government and local bodies - issues in lending- financial adequacy - assessing the borrower - project appraisal - technical feasibility - management competence - economic feasibility - legal and practical points - Guarantee Schemes available to banks.

Module 3 - Overview of Banks Credit Policy

10 Hrs

Introduction to Credit policy, Importance, Objectives and Formulation of Loan policy, Credit Exposure and RBI norms, Different types of Loan and Advances, Fund based and Non-Fund based facilities.

Module 4 - Appraisal of Credit Proposals

12 Hrs

Introduction, Meaning and Scope of Credit Appraisal, The credit process, Pre-Appraisal stage, Appraisal stage, Post-sanction Compliance: Monitoring and Supervision of Advances, Documentation, Purpose, Process for Fresh Advances, Documentation at time of Renewal/Enhancement/Death of a borrower.

Module 5 - Loan Recovery

14 Hrs

Follow up of loans – health codes – Narasimhan Committee on classification of assets – recovery process – follow up of satisfactory loans – irregular loans – sick : viable – under nursing – sick: non-viable sticky – advances recalled – suit filed accounts – decreed loans – bad and doubtful debts – Techniques of follow up – QIS – Identification of sick units
– Tiwari Committee Report – preparation of rehabilitation programs
– implementation of rehabilitation programs – follow up at the branch / regional and head office levels – follow up of loans by RBI – management of non-performing advances
– assets management companies – Loan Recovery Tribunals – Provisions of Revenue Recovery Act.

Module 6 - Management of Non-Performing Assets

8 Hrs

Introduction, Meaning and Definition, Importance, and Classification of Non - Performing assets, Guidelines for classification, Provisioning norms, Recovery of NPA's, Strategies for reducing NPA's.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Interview of employees/Managers of banks to bridge the gap between textual knowledge and practical banking.
2. Find distinct latest services rendered by banks to its

customers.

3. Project on International Banking System.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the functions commercial Bank and central Bank of India and core banking concept of DRAT and DRT.
2. Illustrate the types of borrower and loans and Advances and principles of lending.
3. Describe the bank credit policy, types of loans and advances and Fee based and non - fee based services offered by commercial banks.
4. Develop a process of credit appraisal proposal and documentation at the time of renewal and death of borrower.
5. Design a follow up of loan at branch regional, head office and RBI level, recovery process and implications of Loan recovery tribunal and revenue recovery act.
6. Identify the recovery of Non-performing assets strategies and its recovery process as per guidelines of RBI.

Book for Reference

- ✓ *Chatterjee A.J., & Sharma D.P., Management Techniques of Bank Lending, Bombay.*
- ✓ *Bindhi S.N. and Sahae D. B. How bank credit is administered – supervision and follow up, New Delhi, vision books 1988.*
- ✓ *Srinivasa H. V. Banker Handbook of Credit Management, NewDelhi, Criterion Publication 1989.*
- ✓ *Gupta L.C Controlling Corporate Sickness – lesions from experiences for manager and banker, New Delhi: Oxford University Press.*
- ✓ *Singh S. P. Bank lending some controversial issues (Ed) Bombay:national Institute of bank Management.*

SEMESTER - V
ELECTIVE - VII: BANKING AND INSURANCE
PAPER-II

EL 15 BK 505: PRINCIPLES AND PRACTICE OF INSURANCE.

COURSE OBJECTIVES

The students will be able to:

1. Explain the role, design and development of insurance contracts/products in the wake of advancement of information technology.
2. Illustrate the nature, design and development of life insurance contracts/products and health insurance policies.
3. Show design and development of traditional and non traditional policies non - life insurance contracts/products ranging from marine, Fire to Agriculture insurance policies.
4. Outline the prospects of insurance company business in the wake of privatization, innovation in insurance, Long term care insurance, reinsurance and international scene.
5. Summarize the implications of insurance act in India from the Insurance act 1938 to IRDA act 1999 on growth and development of private and public insurance companies.
6. Describe the appointment, functions, duties, remuneration and Liabilities of Insurance Agent and Actuary in India.

Module 1 - Introduction

10 Hrs

Definition and Nature of Insurance-Evolution of Insurance-Role and Importance of Insurance-Insurance Contract-Management Of Insurance Companies-Functions of Organization Insurers-Product Design & development-Underwriting-Claims Management-Insurance Pricing-Insurance Marketing-Insurance Intermediaries-Financial Management in Insurance Companies-Reinsurance-Information Technology in Insurance.

Module 2 - Life and Health insurance

12 Hrs

Nature of Life Insurance Contract-Classification of Policies-Annuities-Selection of Risk-Measurement of Risk & Mortality Table-Calculation of Premium-Treatment of Sub-Standard Risk-The Reserve-Investment Of funds-Surrender Value-Valuation of Surplus-Policy Condition-Life Insurance of the Underprivileged-Industrial Life Insurance-Group Life Insurance-Disability Benefit Policies- Social Security Scheme & pension Plans-Micro Life Insurance- Progress of Life Business of LIC.

Module 3 - General Insurance

10 Hrs

Nature of Marine Insurance Contract-Marine Insurance Policies-Policy Conditions-Premium Calculation-Marine Losses-Payment of Claims-Progress of Marine Insurance Business in India-Nature and Use of Fire Insurance-Fire Insurance Contract-Kinds of Policies- Policy Conditions-Rate Fixation in the Fire Insurance-Payment of Claim-Progress of Fire Insurance-Transport and Motor Insurance-Miscellaneous forms of Insurance Including Social Insurance-Rural Insurance & Prospects of Agriculture Insurance In India-Urban Traditional & Non Traditional Insurance-Progress of Miscellaneous General Insurance-Progress of Total General Insurance.

Module 4 - Prospects of Insurance Companies

8 Hrs

Prospects of Insurance-Privatization of Insurance Industry-Insurance Innovation & Long Term Care Insurance-Risk Management & Commercial Insurance-Health Insurance-Catastrophe Insurance-Liability Insurance-Micro Insurance & Credit Insurance-Reinsurance-Corporate Governance & Corporate Social Responsibility-Bank Assurance-International Insurance Scene.

Module 5 - Insurance Legislation

10 Hrs

Insurance Legislation in India-Insurance act 1938-Life Insurance act 1956-Marine Insurance act 1963-General Insurance act 1972-Insurance Regulatory and Development Authority act 1999

Module 6 - Insurance Agent and Actuary In India

10 Hrs

Meaning-Types of Agents-Eligibility to Register as an Agent-Qualification-Rights-Duties/Functions-Liability-Remuneration of Agents-Termination of an Agent-Actuary-Meaning-Function of Actuary-Appointment of Actuary-Eligibility to Become an Actuary-

Duties and Obligations of of an Actuary- Actuarial Society of India.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Find distinct latest services rendered by insurance companies.
2. Projects on understanding the functioning of National vs International Insurance companies.
3. Comparative analysis of plans offered and performance of insurance companies.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the role, design and development of insurance contracts/products in the wake of advancement of information technology.
2. Illustrate the nature, design and development of life insurance contracts/products and health insurance policies.
3. Show design and development of traditional and non traditional policies, non - life insurance contracts/products ranging from marine, Fire to Agriculture insurance policies.
4. Outline the prospects of insurance company business in the wake of privatization, innovation in insurance, Long term care insurance, reinsurance and international scene.
5. Summarize the implications of insurance act in India from the Insurance act 1938 to IRDA act 1999 on growth and development of private and public insurance companies.
6. Describe the appointment, functions, duties, remuneration and Liabilities of Insurance Agent and Actuary in India.

Book for Reference:

- ✓ *Ghanashyam Panda & Monika Mahajan: Principles and Practice of*

Insurance.

- ✓ *G S Panda: Principle & Practice of Insurance.*
- ✓ *Goyal SV-Banking and Insurance*
- ✓ *Gulati Nelam-Insurance and Principles of Management.*

SEMESTER V
SKILLED BASED PAPER (ELECTIVE)
ELECTIVE - VII: BANKING AND INSURANCE
PAPER V
SB 15 BK 506: BANK BRANCH MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Explain the role and functions and services offered by Banking, financial services and NBFC in India.
2. Construct and interpret the financial statements and financial performances of a Bank.
3. List the products and services offered by SBI, Non – SBI, private and public sector Banks in India in the context of retail Banking.
4. Examine the process of conversion of unscheduled bank into scheduled bank and guidelines of RBI for licensing new banks.
5. Examine the audit of Bank, preparation of LFAR, NPA classification as per the guidelines of RBI.
6. Identify the professional and behavioural skill sets to sell and provide bank products and customer services respectively.

Module 1 - Overview of Banking **6 Hrs**

Overview of Banking, Financial Services and NBFC 's in India . Key products and services offered by the banking and financial services.

Module 2 - Financial Accounting and Mathematics **14 Hrs**

The knowledge of financial mathematics and accounting concepts and skills for preparation of bank financial statement and tools to interpret financial health of a bank.

Module 3 - Retail Banking-Product & Processes **8 Hrs**

Introduction, Meaning and Definition, Importance, and Classification of private and public sector bank's retail and other products (Generic Product & Processes, Public sector banks (SBI and non SBI Banks) and private sector bank).

Module 4 - Bank conversion and licensing new bank norms

12 Hrs

Introduction, Meaning and knowledge of conversion of unscheduled bank to scheduled bank. Guide lines of Reserve Bank of India for licensing new banks.

Module 5 - Regulatory Environment audit of Banks and RBI norms and LFAR preparation and analysis of impact of GST on banking sector.

14 Hrs

Preparation of LFAR and interpretation of RBI guidelines to classify advances into NPA, Statutory and concurrent audit overview and reporting and analysis of impact of GST.

Module 6 - Professional Skills-Grooming/ Etiquette and Effective Business Communication

6 Hrs

Banking customer Service Skills and Selling Skills. Techniques of various bank products with importance to professional and behavioral skills required in the banking Industry.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Interview of employees/Managers of banks to bridge the gap between textual knowledge and practical banking.
2. Find distinct latest services rendered by banks to its customers.
3. Project on Banking System.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the role, functions and services offered by Banking, financial services and NBFC in India.
2. Construct and interpret the financial statements and financial performances of a Bank.
3. List the products and services offered by SBI, Non – SBI, private and public sector Banks in India in the context of retail Banking.
4. Examine the process of conversion of unscheduled bank into scheduled bank and guidelines of RBI for licensing new banks.
5. Examine the audit of Bank, preparation of LFAR, NPA classification as per the guidelines of RBI.
6. Identify the professional and behavioural skill sets to sell and provide bank products and customer services respectively.

Book for Reference

- ✓ *ICAI material with regard to LFAR*
- ✓ *ACCOUNTING AND FINANCE FOR BANKERS GUIDE TO JAIIB Q&A N.S. Toor*

SEMESTER V
ELECTIVE- VII: INTERNATIONAL PUBLIC ACCOUNTING
PAPER - I
EL 20 IPA 504: ADVANCED FINANCIAL REPORTING I

COURSE OBJECTIVES

The students will be able to:

1. Illustrate the conceptual framework defining rules and principles of financial reporting as per US GAAP and IFRS.
2. Construct the financial statements of private as well as public companies as per US GAAP and IFRS.
3. Design a financial accounting treatment for current assets and current liabilities as per US GAAP and IFRS.
4. Plan for financial accounting and reporting for investments in equity and debt securities as well as derivatives and hedging arrangements as per US GAAP and IFRS.
5. Design a financial accounting treatment and reporting for tangible fixed assets, and their depreciation and impairment as per US GAAP and IFRS.
6. Devise a financial accounting treatment and reporting for intangible assets, and their amortization and impairment as per USGAAP and IFRS.

Module I: Conceptual Framework per US GAAP and IFRS

6 Hrs.

Standard Setting Bodies & Hierarchy -Elements of financial statements -
Primary objectives of financial reporting -Qualitative Characteristics of
financial statements -Fundamental Assumptions & Principles -
Accounting Cycle & Preparation of financial statements

**Module II: General Purpose Financial Statements Reporting as per US
GAAP and IFRS**

12 Hrs.

Balance Sheet -Income Statement -Statement of Comprehensive Income -

Statement of Changes in Equity -Statement of Changes in Cash Flows - SEC Reporting Requirements - Interim Financial Reporting - Segment Reporting

Module III: Current Assets and Current Liabilities per US GAAP and IFRS **10Hrs.**

Cash & Cash Equivalents – Accounts Receivable – Notes Receivable – Transfers & Servicing of Financial Assets – Accounts Payable – Employee-related Expenses Payable – Inventory& Cost of Goods Sold – Inventory Valuation – Inventory Estimation Methods

Module IV: Financial Investments: Accounting and Reporting per US GAAP and IFRS **14 Hrs.**

Investments in Equity Securities – Investment in Debt Securities – Financial Instruments – Derivatives & Hedge Accounting

Module V: Tangible Fixed Assets: Accounting and Reporting per US GAAP and IFRS **10 Hrs.**

Acquisition of Fixed Assets – Capitalization of Interest – Costs Incurred After Acquisition – Depreciation – Impairment – Asset Retirement Obligation – Disposal & Involuntary Conversions

Module VI: Intangible Assets: Accounting and Reporting per US GAAP and IFRS **8 Hrs.**

Knowledge-based intangibles (R&D, software) – Legal rights based intangibles (patent, copyright, trademark, franchise, license, leasehold improvements) – Goodwill

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Analyze and evaluate US GAAP financial statements included as part of Form 10-K of an issuer (e.g., Walmart, Inc.).
2. Review significant accounting policies disclosed by an issuer on the notes to the financial statements and present a summary.
3. Analyze the effect of changing from FIFO to LIFO method of accounting based on sample financial statements, on (i) Statement of financial position and (ii) Income Statement.
4. Research the US GAAP ASC standard to determine, if it is permissible to capitalize interest into the cost of the assets and

what standard addresses this issue. Develop a report on (i) objectives of capitalizing interest (ii) assets that qualify for capitalization of interest (iii) limit on the amount of interest to be capitalized each period (iv) Disclosures, if any required.

5. Refer a public company financial statements and determine (i) Its investments for the year (ii) Where are they reported on the financial statements and (iii) How are the investments valued and does the company use FV.

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Illustrate the conceptual framework defining rules and principles of financial reporting as per US GAAP and IFRS.
2. Construct the financial statements of private as well as public companies as per US GAAP and IFRS.
3. Design a financial accounting treatment for current assets and current liabilities as per US GAAP and IFRS.
4. Plan for financial accounting and reporting for investments in equity and debt securities as well as derivatives and hedging arrangements as per US GAAP and IFRS.
5. Design a financial accounting treatment and reporting for tangible fixed assets, and their depreciation and impairment as per US GAAP and IFRS.
6. Devise a financial accounting treatment and reporting for intangible assets, and their amortization and impairment as per USGAAP and IFRS.

Books for Reference

- ✓ Miles CPA Review Concept Book: Financial Accounting & Reporting, Miles Education
- ✓ Wiley CPA Excel Exam Review Course Study Guide: Financial Accounting and Reporting, John Wiley & Sons
- ✓ IFRS & US GAAP Best Practices in Accounting World: GAAP Analysis, Rajesh Dhawan
- ✓ Transparency in Financial Reporting: A concise comparison of IFRS and US GAAP 1st Edition, Ruth Ann McEwen, Harriman House Ltd.

- ✓ IFRS and US GAAP: A Comprehensive Comparison, Steven E. Shamrock, John Wiley & Sons
- ✓ Wiley GAAP: Interpretation and Application of Generally Accepted Principles, Barry J. Epstein and Ralph Nach, John Wiley & Sons
- ✓ IFRS Simplified with Practical Illustration Part 1 & 2, Mr. Rammohan Bhavé and Dr. Mrs Anjali Rammohan Bhavé, CNBC TV 18
- ✓

SEMESTER V
ELECTIVE- VII: INTERNATIONAL PUBLIC ACCOUNTING
PAPER - II
EL 20 IPA 505: INTERNATIONAL TAX AND REGULATION

COURSE OBJECTIVES

The students will be able to:

1. Explain the federal income tax provisions applicable to individuals including gross income, deductions, tax calculations, alternative minimum tax, other taxes and tax credits.
2. Evaluate capital gains & losses, gains & losses from sale of long-term business property, and depreciation and amortization methods as per federal income tax provisions.
3. Examine the federal income tax provisions applicable to C-Corporations including income, deductions, earnings & distributions, liquidation and reorganizations.
4. Relate the federal income tax provisions with applicability to S-Corporations including eligibility criteria, income tax return, shareholder basis, earnings & distribution and termination of election.
5. Justify the applicability of federal income tax provisions relating to partnerships, estates & trusts, and tax-exempt organizations.
6. Illustrate the provisions of key federal security regulations including Securities Act of 1933 and Securities Exchange Act of 1934, and accountant's professional responsibilities.

Module I: Individual Taxation

12 Hrs.

Individual Income Tax Return - Filing Status - Cash basis and Accrual basis - Gross Income - Wages, Salaries, Bonus, Commission, Fees & Tips - Interest & Dividend Income - Business Income - Capital Gains & Losses - Passive Income - Farming Income - Deductions to AGI - Deductions from AGI- Calculating Tax - Tax Credits - Alternative Minimum Taxes - Other Taxes - Estimated Tax penalty

Module II: Property Transactions & Depreciation **8 Hrs.**
Capital Gains & Losses - Gains & Losses from Sale of Long-term Business Property - Depreciation & Amortization

Module III: Taxation of C-Corporations **10 Hrs.**
Formation – Income Tax Return – Income – Deductions – Reconciliation of Taxable Income with books – Calculating Tax – Corporate Earnings & Distributions – Corporate Liquidation & Reorganizations

Module IV: Taxation of S-Corporations **8 Hrs.**
Eligibility criteria – Income Tax Return – Shareholder basis – Earnings and Distribution – Termination of Election

Module V: Taxation of Other Entities **12 Hrs.**
Partnerships: Formation – Income Tax Return – Partner basis – Partnership Distributions – Sale of Partnership Interest by a Partner – Termination of Partnership
Estate, Trust & Gift Taxation: Estate and Trust Fiduciary Income Tax Return – Estate Tax Return – Gift Tax Return – Generation-skipping transfer Tax
Tax Exempt Organizations: Formation – Income Tax Return

Module VI: Statutory Regulations, Accountant Responsibilities, Business Structures **10 Hrs.**
Securities Act of 1933 – Securities Exchange Act of 1934 – Other Federal Security Regulations -Accountant Common Law Liabilities – Accountant Statutory Liabilities – Accountant Liabilities for Privileged Information – Accountant Criminal Liabilities - Employment Regulations – Environmental Regulations – Antitrust Regulations -Business Structures

Skill Development

(These activities are only indicative; the Faculty member can innovate)

1. Review various schedules of Form 1040 (Individual Income Tax return).
2. Analyze various tax planning method and techniques available for individuals for federal income tax.
3. Prepare Schedule K-1 by using information from Partnership and S Corporation tax returns.

4. Case study analysis of Schedule M-1 of Form 1120 to reconcile profit per books with the profit per tax return.
5. Evaluate various scenarios that are subject to gift and estate taxes.
6. Present a comparative chart of the common law and statutory liabilities of a CPA auditor.

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Illustrate the federal income tax provisions applicable to individuals including gross income, deductions, tax calculations, alternative minimum tax, other taxes and tax credits.
2. Evaluate capital gains & losses, gains & losses from sale of long-term business property, and depreciation and amortization methods as per federal income tax provisions.
3. Examine the federal income tax provisions applicable to C-Corporations including income, deductions, earnings & distributions, liquidation and reorganizations.
4. Relate the federal income tax provisions with applicability to S-Corporations including eligibility criteria, income tax return, shareholder basis, earnings & distribution and termination of election.
5. Justify the applicability of federal income tax provisions relating to partnerships, estates & trusts, and tax-exempt organizations.
6. Illustrate the provisions of key federal security regulations including Securities Act of 1933 and Securities Exchange Act of 1934, and accountant's professional responsibilities.

Books for Reference

- ✓ Miles CPA Review Concept Book: Regulation, Miles Education
- ✓ Wiley CPA Excel Exam Review Course Study Guide: Regulation, John Wiley & Sons
- ✓ Internal Revenue Code: Income, Estate, Gift, Employment and Excise Taxes, CCH Tax Law Editors

- ✓ Federal Income Tax: Code and Regulations--Selected Sections, Martin B. Dickinson, Wolters Kluwer
- ✓ Federal Income Taxation by Katherine Pratt and Thomas D. Griffith, Wolters Kluwer
- ✓ Federal Income Taxation (Concepts and Insights), Marvin Chirelstein and Lawrence Zelenak, Foundation Press

SEMESTER V
SKILLED BASED PAPER
ELECTIVE- VIII: INTERNATIONAL PUBLIC ACCOUNTING
PAPER - V
SB 20 IPA 506: INTERNATIONAL AUDITING AND ATTESTATION

COURSE OBJECTIVES

The students will be able to:

1. Apply Generally Accepted Auditing Standards (US GAAS), International Standards of Auditing (ISA) and Public Company Accounting Oversight Board Auditing Standards (PCAOB) when performing audits of issuer and non-issuer entities.
2. Develop an audit plan as an overall audit strategy that commensurate with all type of audit risks.
3. Relate the Internal Control Integrated framework of an entity and its environment (including its internal controls), and assess the risks of material misstatement when performing an audit engagement.
4. Arrange the sufficient appropriate audit evidence by performing audit procedures to afford a reasonable basis for an opinion regarding the financial statements under audit.
5. Design an Audit report on financial statements in line with formed audit opinion.
6. Apply the Statements on Standards for Accounting & Review Services (SSARS) and (SSAE) when performing compilation engagements, review engagements, attestation engagements and governmental Auditing.

Module I: International Auditing Standards, and Professional Responsibilities & Ethics **12 Hrs.**

Generally Accepted Auditing Standards (US GAAS) - International Standards of Auditing (ISA)- Public Company Accounting Oversight Board Auditing Standards (PCAOB AS) - AICPA Code of Professional Conduct - Sarbanes-Oxley Act, 2002 (SOX) - Securities & Exchange Commission (SEC)- Effect of Information Technology on Audit - Audit Data Analytics

Module II: Audit Planning & Audit Risk **8 Hrs.**

Engagement Understanding and Acceptance -Engagement Letter - Audit Strategy - Audit Plan - Audit Risk (Inherent Risk, Control Risk & Detection Risk) - Fraud Risk- Auditor's communication with those charged with governance - Statements on Quality Control Standards (SQCS)

Module III: Internal Control **8 Hrs.**

COSO Internal Control Integrated framework - Auditor's consideration of Internal Control - Operating Cycles - Internal Control Reports and Communications

Module IV: Corroborative Audit Evidence **14 Hrs.**

Management's Assertions - Sufficient & Appropriate Audit Evidence - Substantive Procedures - Revenue cycle - Expenditure cycle - Production cycle - Payroll cycle - Investing cycle - Financing cycle - Opening Balances - Illegal Acts - Related Parties - Contingencies - Estimates & Fair Value Measurements - Subsequent Events - Omitted Procedures & Subsequent Discovery of Facts - Using the Work of Others: Evaluating Audit Findings - Audit Documentation - Management Representation Letter - Audit Sampling

Module V: Audit Reports **10 Hrs.**

Unmodified opinion - Unmodified Opinion with Emphasis-of-matter and/or Other-matter paragraph - Qualified Opinion - Adverse Opinion - Disclaimer of Opinion - Audit of Comparative financial statements - Supplementary Information - Audit of Group financial statements - Audit of Single financial statements & Specific financial statement elements, accounts or items - Audit of Special Purpose financial statements - Audit of financial statements prepared using financial reporting framework of another country

Module VI: Other Engagements **8 Hrs.**

Accounting & Review Services- Attestation Engagements - Governmental Auditing

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Preparation of an audit plan for audit of an issuer entity.

2. Study SOP for a company's core processes and prepare a risk-control matrix.
3. Study an issuer's integrated audit report and present the key highlights.
4. Engage in group discussion about the performance of non-attest services to audit clients. Discuss the (i) type of non-attest services, (ii) restrictions placed by SOX Act 2002, and (iii) list arguments for and against such restrictions.
5. Evaluate the test of controls generally performed by an auditor while auditing financial statements. And explain how the scopes of these tests are different when the auditor is performing an integrated audit.
6. Present a report on audit data analytics tools and techniques generally used by auditors.

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Apply Generally Accepted Auditing Standards (US GAAS), International Standards of Auditing (ISA) and Public Company Accounting Oversight Board Auditing Standards (PCAOB) when performing audits of issuer and non-issuer entities.
2. Develop an audit plan as an overall audit strategy that commensurate with all type of audit risks.
3. Relate the Internal Control Integrated framework of an entity and its environment (including its internal controls), and assess the risks of material misstatement when performing an audit engagement.
4. Arrange the sufficient appropriate audit evidence by performing audit procedures to afford a reasonable basis for an opinion regarding the financial statements under audit.
5. Design an Audit report on financial statements in line with formed audit opinion.
6. Apply the Statements on Standards for Accounting & Review Services (SSARS) and (SSAE) when performing compilation

engagements, review engagements, attestation engagements and governmental Auditing.

Books for Reference

- ✓ Miles CPA Review Concept Book: Auditing and Attestation, Miles Education
- ✓ Wiley CPA Excel Exam Review Course Study Guide: Auditing and Attestation, John Wiley & Sons
- ✓ Wiley Practitioner's Guide to GAAS: Covering all SAS, SSAE's, SSARS, PCAOB, Auditing Standards, and Interpretations, Joanne M. Flood, John Wiley & Sons
- ✓ Auditing: A Risk Based-Approach to Conducting a Quality Audit, Karla M Johnstone, Audrey A. Gramling and Larry E. Rittenberg, Cengage Learning of Auditing & Other Assurance Services, Ray Whittington and Kurt Pany, McGraw Hill
- ✓ Auditing & Assurance Services: A Systematic Approach, William F Messier Jr, Steven M. Glover and Douglas F. Prawitt, McGraw Hill

SEMESTER V
ELECTIVE- VIII: BUSINESS ANALYTICS
PAPER - I
EL 20 BA 504: FUNDAMENTALS OF BUSINESS ANALYTICS

COURSE OBJECTIVES

The students will be able to :

1. Justify the need for data-driven decision making and solving business problems using data analytics.
2. Use the MS excel tools to analyse data by Data Analysis with Excel.
3. Perform actions necessary to organize and present data in a meaningful format in MS Excel.
4. Perform simple computations and aggregations in MS Excel.
5. Apply the appropriate finance function for calculations in MS Excel.
6. Perform basic data analytics and visualization through Pivot Tables and Pivot Charts.

Module I: Monetizing data to drive business decisions **8 Hrs.**

Need for data driven decision making - Solving the business problem using Analytics - Overview of Analytical cycle and Hierarchy of information user - The Complete Business Analytics professional - Understand Business Analyst roles and Responsibilities - Identify the Popular Business Analytics Tools.

Module II: Introducing Data Analysis with Excel **10 Hrs.**

Tour of Excel window- Explore the ribbon and toolbars - Create and Upload Files to Excel web-based application - Using select options and status bar and getting familiar with the backstage view of Excel - Selecting cells and entering data, Naming conventions in Excel.

Module III: Organizing data with Excel **10 Hrs.**

Formatting cells- Using the Ribbon to Format Numbers - Using the Format Cells Dialog Box - Add a Border, background Color - Change the Font, Font Size, Font Color - Formatting input data- Understanding Dates and Times - Format Percentages, Fractions, In Scientific Notations

- Format as Text Bold, Underline, or Italicize - Formatting worksheet- Align Data, Rotate Data, Wrap Text, Merge and Center - Apply a Style, Using Format Painter, Clear Formats - Structuring the workbook - Cut, Copy, and Paste Cells - Using Live Preview with Paste, Paste from the Office Clipboard, Insert or Delete - Find and Replace Information - Change the Name of a Worksheet, Change Column Widths or Row Heights, Hide Columns or Rows, Hide a Worksheet - Move or Copy a Worksheet - Freeze Worksheet Titles - Hide Gridlines, Headings, or the Formula Bar.

Module IV: Performing simple computations and aggregations using Excel - I **10 Hrs.**

Understanding formulas - Calculate with an Operator - Calculate Using a Function and Cell Addresses - Create an Array Formula using the Sum, Average, Count, Min, and Max Functions - Managing formulas in Excel- Create a Formula that Refers to Another Worksheet - Understanding Relative and Absolute Cell Addresses - Edit Formulas, Name Cells and Ranges - Define and Display Constants - Create Formulas That Include Names - Check Formulas for Errors, Trace Precedents and Dependents - Introduction to functions in Excel - Understanding the Function Wizard - Round a Number - Create a Conditional Formula - Calculate a Conditional Sum - Calculate a Conditional Count - Find the Square Root

Module V: Performing simple computations and aggregations using Excel - II **10 Hrs.**

Using VLOOKUP and index- Retrieve Column or Row Numbers - Using VLOOKUP - Determine the Location of a Value Using INDEX - Perform Date and Time Calculations Using inbuilt financial functions in Excel- Calculate Future Value, Present Value - Calculate Loan Payments, Principal or Interest, Interest Rate - Calculate the Internal Rate of Return - Calculate Straight-Line Depreciation - Calculate Declining Balance Depreciation - Calculate Sum-of-the-Years-Digits Depreciation - Exploring inbuilt statistical functions and tools- Calculate an Average - Calculate a Conditional Average - Calculate the Median or the Mode - Calculate Rank.

Module VI: Working with pivot tables and chart **12 Hrs.**

Formatting data in table- Create and format table, use sort and filter - Introducing Pivot Tables - Create a Pivot Table - Modify a Pivot Table

Layout - Summarize Pivot Table Values - Working with Pivot Tables - Create a Pivot Table calculated Field - Group the Rows or Columns in a Pivot Table - Apply styles to Pivot Table - Filter a Pivot Table - Sort a Pivot Table - Retrieve Values from a Pivot Table - Using Slicer - Charting data - Create and add chart details - Create a Combination Chart - Change the Chart Type - Add or Remove Chart Data - Add Sparklines - Working with types of Charts, Trend line, Histograms, Bar and Pie Charts - Creating Pivot chart.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Describe best practices for organizing data in excel to make the best use of data sets. Use these tips to organize given data set in excel.
2. Prepare an interactive pivot table with the given data of revenue and costs of the past five years of a company that can be used for financial analysis.
3. Select car sales data of a company to compare sales to men and women, using different chart types given in excel.
4. From a given raw data of multiple product sales of a company, determine (i) which product has the maximum sales (ii) How many sales agents were there and which agent sold the maximum number of volumes (iii) Which agent is more profitable to the company as per sales value
5. For a given data of car sales, add conditional formatting to the sales volume and sales value fields by using colour scale for value and data bars for volume

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Justify the need for data-driven decision making and solving business problems using data analytics.
2. Use the MS excel tools to analyse data by Data Analysis with Excel.

3. Perform actions necessary to organize and present data in a meaningful format in MS Excel.
4. Perform simple computations and aggregations in MS Excel.
5. Apply the appropriate finance function for calculations in MS Excel.
6. Perform basic data analytics and visualization through Pivot Tables and Pivot Charts.

Reference Books

- ✓ Excel for Dummies; Greg Harvey; Wiley
- ✓ Excel Power Pivot and Power Query For Dummies; Michael Alexander; Wiley
- ✓ Microsoft Excel Data Analysis and Business Modeling, 5th Edition; Wayne Winston; Microsoft Press
- ✓ Excel Data Analysis: Your visual blueprint for creating and analyzing data, charts and PivotTables, 4th Edition; Paul Mcfedries; Wiley
- ✓ Next Generation Excel: Modeling in Microsoft Excel for Analysts and MBAs, 2nd Edition; Isaac D. Gottlieb; Wiley

SEMESTER V
ELECTIVE- VIII: BUSINESS ANALYTICS
PAPER – II
EL 20 BA 505: ESSENTIAL STATISTICS FOR BUSINESS ANALYTICS

COURSE OBJECTIVES

The students will be able to :

1. Apply the statistical concepts required for Business analytics by using MS Excel.
2. Perform descriptive statistical analytics by using MS Excel.
3. Create simple graphs and analyse the distribution of data by using MS Excel.
4. Select an appropriate probability distribution in accordance with demand of a given set of data.
5. Choose an appropriate sampling technique in accordance with demand of a given study .
6. Use an appropriate hypothesis testing in accordance with demand of the case.

Module I: Introduction to Statistics **10 Hrs.**

Applications of Statistics in Business - Presenting Data – Different Types of Data - Primary Data and Secondary Data - The Numeric Data - Continuous Frequency Distribution - Class Interval - Categorical data - Statistical Software for Analysis - Microsoft Excel: a walkthrough of Statistical capabilities in Excel.

Module II: Descriptive Statistical Analytics **10 Hrs.**

Calculating Measures of Central Tendency – Mean, Median and Mode - Calculating Measures of Dispersion - variance measures - Standard Deviation: The Coefficient of variation measures - Graphing data - Graphical measures - Measure of Skewness, Symmetrical distribution - Kurtosis - Descriptive Statistics using Excel with a demonstration and Case study

Module III: Graphical Representations of Data **10 Hrs.**

Analysing the distribution of data by Class or Category: Frequency distribution for quantitative data and qualitative values, cumulative frequency distributions – Histograms: Getting a picture of Frequency Distributions – Other useful graphs: Line graphs, Pie Charts, Scatter Plots

Module IV: Probability Theory & Distributions **10 Hrs.**

Probability Theory and Distributions - Fundamental Concepts of Probability - Definitions of Probability - Applying Laws of Probability - Bayes theorem - Calculating Random variable and Probability - Distribution with a Case Study - Probability Distribution

Module V: Sampling and Confidence intervals **10 Hrs.**

Introduction to Sampling - Sampling Theory - Sampling Distribution - Using probabilistic Sampling Techniques - Estimating Sampling Errors and Confidence Intervals - Sampling Error and Non-Sampling Error - Central Limit Theorem - Case Study on Sampling Techniques

Module VI: Hypothesis testing **10 Hrs.**

Introduction to Null Hypothesis - Alternate Hypothesis - Testing Hypothesis for Large Samples - Test for Single Proportion - Test for Difference of Proportions - Testing Hypothesis for Small Samples - T-test - Applications of T-test - P-test - Calculating Analysis of Variance - Two-Way Factorial ANOVA - Multivariate Analysis of Variance - Performing Chi-Square Test - Applications of the Chi-Square Test - Testing the Goodness of Fit - Case Study on Hypothesis Testing with Excel

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Research and present the top statistical concepts that you should know to conduct data analysis.
2. Using the quarterly sales data of a product of a company develop column chart, bar chart, line chart, pie chart, histogram and a Venn diagram.
3. Conduct market research and use probability theory to help marketing manager to decide on pricing a new product.

4. Research and develop a presentation on the application of probability theory.
5. Apply hypothesis testing concept to rate the movies in your local area.
6. Create a project that explains conceptual statistical issues such as randomization, margin of error, overfitting, cross-validation, concepts in data-visualization, sampling without using Math but in concepts that general audience can understand. Animated videos can be created for this purpose.
7. Research the coupon sites for daily deals and develop a prediction of how successful data will be based on location/price/type of deal.

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Apply the statistical concepts required for Business analytics by using MS Excel.
2. Perform descriptive statistical analytics by using MS Excel.
3. Create simple graphs and analyse the distribution of data by using MS Excel.
4. Select an appropriate probability distribution in accordance with demand of a given set of data.
5. Choose an appropriate sampling technique in accordance with demand of a given study.
6. Use an appropriate hypothesis testing in accordance with demand of the case.

Reference Books

- ✓ Excel for Dummies; Greg Harvey; Wiley
- ✓ Statistical Analysis with Excel For Dummies, 4th Edition; Joseph Schmuller; Wiley
- ✓ Business Analytics: The Science of Data-Driven Decision Making; U Dinesh Kumar; Wiley
- ✓ Excel Statistics: A Quick Guide; Neil J. Salkind; Sage Publications

✓ Applied Business Statistics, 7th Edition; Ken Black; Wiley

SEMESTER V
SKILLED BASED PAPER (ELECTIVE)
ELECTIVE-VIII: BUSINESS ANALYTICS
PAPER - V

**SB 20 BA 506: BUSINESS INTELLIGENCE AND DATA
VISUALIZATION**

COURSE OBJECTIVES

The students will be able to:

1. Use the Excel based tools for visualising data for storytelling with data.
2. Construct the text-based and tables-based dashboards and reports in the context of data visualization .
3. Create miniature charts and tables, and sparklines in MS Excel for the sake of data visualization.
4. Create interactive charts, graphs, maps, and other visuals using Power View in MS Excel.
5. Arrange data into actionable insights using the Tableau data visualization tool.
6. Create smart dashboards for advanced visual analytics using Tableau.

Module I: Telling Stories with Data

8 Hrs.

Telling stories with data - What to look for in a case study approach - Handling data - Gathering data - Formatting data - Tools for visualizing data - Excel based Tools - Illustration and Mapping tools

Module II: Building text-based and tables-based dashboards and reports in Excel

8 Hrs.

Text based dashboards - Alerting & conditional formats - Creating in cell charts with text - Alerting with conditional text icons - Custom formatting and labels - Combining numbers, text, and

dates to create custom labels - Creating custom titles and floating text - Creating new color palette - Using Tables for Data-Naming Ranges for Ease of Use and Functionality - Attaching a dynamic range name to a table - Retrieving data from lists and tables of data - Working with PowerPivot - Downloading and installing the free PowerPivot add-in - Creating PivotTables or Pivot Charts with PowerPivot - Calculating Fields with Data Analysis Expressions (DAX)

Module III: Charting your data

6 Hrs.

Creating Miniature Charts and Tables - Creating Miniature Charts from Standard Excel Charts - Creating Sparklines - Controlling Charts with Menus, Combo Boxes, and Buttons - Building Powerful Decision-making Chart

Module IV: Working with Power view

8 Hrs.

Overview of Power view - Understanding Power view requirements - Creating Power view data source connections - Creating data sources inside Excel - Creating Power view reports - Creating Power view Visualizations -Creating Tables - Converting Visualizations - Creating Matrices - Creating Charts - Creating Multiples - Creating Cards - Creating Maps- Managing reports on Power view - Filtering Data with Power View - Using advanced filters - Adding Slicers - Invoking Cross-filters - Adding tiles - Exporting Power view reports

Module V: Working in Tableau

15 Hrs.

Getting started with Tableau: Introduction to Tableau desktop - Understanding the basics - Tableau capabilities- Bringing in data and Analyzing data: Understanding data connections - Connecting to data - Visualizing data - Data display options - Adding worksheets

Module VI: Creating Dashboards in Tableau

15 Hrs.

Creating Dashboards - Building stories with data - Publishing and

sharing dashboards - Advanced visual analytics - Creating calculations

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Develop a story of a given data set (e.g., Viewership for TV shows of a channel) using MS Excel.
2. Download data from a Tableau compatible server and develop a dashboard for the given data.
3. Create a bubble chart comparing two sets of numbers, and play it over time to show changes.
4. Create a data visualization using Tableau to showcase GDP per capita for countries across the world.
5. Present the Titanic set in Tableau to predict the survival of Titanic passengers.

COURSE OUTCOMES

After completion of the course, the students should be able to

1. Use the Excel based tools for visualising data for storytelling with data.
2. Construct the text-based and tables-based dashboards and reports in the context of data visualization .
3. Create miniature charts and tables, and sparklines in MS Excel for the sake of data visualization.
4. Create interactive charts, graphs, maps, and other visuals using Power View in MS Excel.
5. Arrange data into actionable insights using the Tableau data visualization tool.
6. Create smart dashboards for advanced visual analytics using Tableau.

Reference Books

- ✓ Tableau For Dummies; Molly Monsey & Paul Sochan; Wiley

- ✓ Excel Dashboards & Reports for Dummies, 2nd Edition; Michael Alexander; Wiley
- ✓ Tableau Your Data!, Fast and Easy Visual Analysis with Tableau Software; Daniel G. Murray; Wiley
- ✓ Learning Tableau 2019: Tools for Business Intelligence, data prep, and visual analytics, 3rd Edition; Joshua N. Milligan; Packt Publishing
- ✓ Effective Data Visualization: The Right Chart for the Right Data; Stephanie Evergreen; Sage Publications
- ✓ Balanced Scorecards and Operational Dashboards with Microsoft Excel, 2nd Edition; Ron Person; Wiley
- ✓ Storytelling with Data: A Data Visualization Guide for Business Professionals; Cole Nussbaumer Knaflic; Wiley

SEMESTER VI
M4 20 MC 401: ADVANCED FINANCIAL
REPORTING

COURSE OBJECTIVES:

The students will be able to :

1. Construct Consolidated Financial Statements as per (IFRS 10) - Associates (IAS 28).
2. Examine the changes in cash flows of Consolidated Financial Statements as per (IFRS 11) - Associates (IAS 28).
3. Show the Acquisition and disposal of shareholding in the consolidated Financial Statements in the context of investment/ Association.
4. Assess the financial performance in the context of profitability, liquidity and Efficiency by using Gartner Data Analytics maturity model.
5. Design financial instruments reporting and its disclosures as per the Financial Instruments Reporting Standards IFRS 9, IAS 32, IFRS 7, IAS 24, IAS – 33 .
6. Evaluate the applicability and implications of International Integrated Reporting on the Measurement and disclosure issues relating to the six capitals.

Module 1: Preparation and Presentation of Consolidated Financial Statements I **15 Hours**

Difference between different investments undertaken by an entity in another entity-Subsidiaries (IFRS 10) - Associates (IAS 28) - Situations where the preparation of consolidated financial statements would be exempted - Preparation of consolidated statement in accordance with relevant International Financial Reporting Standards - Consolidated statement of financial position- Consolidated statement of comprehensive income - Consolidation involving fully or partially owned subsidiaries- Including the non-controlling interests using both methods specified by reporting standards.

Module 2: Preparation and Presentation of Consolidated Financial

Statements II

10 Hours

Consolidated statement of changes in equity - Consolidated statement of cash flows – Accounting for joint arrangements IFRS 11 & associates in consolidated financial statements IAS 28.

Module 3: Financial Reporting on Complex Group Scenario 10 Hours

Impact of acquiring / disposing of all or a part of a shareholding on the group of financial statements - Piece-meal acquisition of investment to subsidiary associate to subsidiary, Disposal of a subsidiary that results in an associate, and investment

Module 4: Analysis of Financial Performance and Position 10 Hours

Analysis of financial performance and position (with ratio analysis) evaluate financial performance, position, adaptability as per information given, ratios for profitability, performance efficiency, activities, liquidity, gearing ratios. Interpretations of financial statement and additional information given, advise on action to be taken to improve the financial performances, strength, position etc, by ethical considerations with internal and external factors for inter segment and international comparisons. Reporting of ratios along the dimensions of the Gartner Data Analytics maturity model – descriptive, diagnostic, predictive and prescriptive - Link to organisation’s business model - Linkages between different areas of performance - Predictive and prescriptive ratios - Impact of recommendations on wider organisational ecosystem - Quality and type of data used - Comparability – both in segment and internationally interpreting financial statements.

Module 5: Reporting Standards

10 Hours

Overview of Financial Instruments Reporting Standards IFRS 9, IAS 32, IFRS 7. IAS 24- Disclosure of related party transactions, IAS - 33 Earnings per share (Simple problems only);

Module 6 Integrated Reporting

5 Hours

Context of integrated reporting - International Integrated Reporting Council - Integrated thinking - International <IR> Framework - Benefits and limitations of the Framework activities - Definition of the six capitals - Measurement and disclosure issues relating to the six capitals

Skill Development

(These activities are only indicative, the Faculty members can innovate)

- Analyse the Consolidated Financial Statements of Various Group companies.
- Analyse the performance of various companies using Ratios and other tools.
- Analyse the annual report of any of the company, compare the presentation under various standards (IndAS, IFRS, Companies Act).
- Analysis of integrated reports.

COURSE OUTCOMES

After completion of the course, the students will be able to:

1. Construct Consolidated Financial Statements as per (IFRS 10) - Associates (IAS 28).
2. Examine the changes in cash flows of Consolidated Financial Statements as per (IFRS 11) - Associates (IAS 28).
3. Show the Acquisition and disposal of shareholding in the consolidated Financial Statements in the context of investment/ Association.
4. Assess the financial performance in the context of profitability, liquidity and Efficiency by using Gartner Data Analytics maturity model.
5. Design financial instruments reporting and its disclosures as per the Financial Instruments Reporting Standards IFRS 9, IAS 32, IFRS 7, IAS 24, IAS – 33.
6. Evaluate the applicability and implications of International Integrated Reporting on the Measurement and disclosure issues relating to the six capitals.

Books for Reference

- CIMA Study Text for F1 – Financial Reporting, 2019 Edition, UK, Kaplan Publishing, 2019.
- Study Material from CIMA – F2 Advanced Financial Reporting, 2019 Edition, UK, Kaplan Publishing, 2019

SEMESTER - VI
M4 17 MC 602: INCOME TAX - II

COURSE OBJECTIVES

The students will be able to:

1. Describe the concepts and features of assessment of profits and gains of Individual proprietorship, Doctor, Advocate and Chartered Accountant as individual assessee.
2. Assess short term and long term capital gains of an Individual assessee who is involved in Business and Profession.
3. Assess taxable income from other sources of an Individual assessee after taking into account deduction u/s 57 and amounts disallowed u/s 58.
4. Evaluate gross total income of an Individual assessee after taking into account deduction u/s 80.
5. Describe the mechanism of carry forward and set off of Losses
an Individual assessee.
6. Compute total Taxable Income and Tax liability of an Individual assessee who is involved in Business and Profession.

Module 1 - Profits & Gains of Business or Profession 16 Hrs

Meaning of business - Profession - Profits of business or profession-
Features of assessment of profits and gains - Rules for adjustment of
profit and loss account - Depreciation u/s 32.

Problems on business relating to sole trader only and problems on
profession relating to Doctor, Advocate and Chartered Accountant.

Module 2 - Capital Gains 12 Hrs

Meaning and kinds of capital asset - Transfer - Transactions
not regarded as transfer - Full value of consideration - Cost of
acquisition - Cost of improvement - Capital gains exempt from tax.

Exemptions from capital gain u/s 54. Problems on computation of short term and long term capital gains.

Module 3 - Income from Other Sources **12 Hrs**

General income – Specific incomes – Treatment of specific incomes– Deduction of tax at source with respect to interests, winnings, prizes etc. Problems on computation of taxable income from other sources and deduction u/s 57 and amounts expressly disallowed u/s 58.

Module 4 - Deductions from Gross Total Income **8 Hrs**

(Provisions relating to individuals only) u/s 80- Deduction in respect of certain payments and deduction in respect of certain incomes.

Module 5 - Carry forward and Set off of Losses **2 Hrs**

Provisions with respect to Carry Forward and Set Off of Losses in respect to Assessment of an Individual. (Theory only)

Module 6 - Tax Liability of Individuals **10 Hrs**

Computation of total taxable income and tax liability of an individual.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Chart of capital gains index numbers.
2. Table of rates of TDS.
3. Filing of Income tax returns.
4. List of enclosures for IT returns.
5. Tax planning.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate the concepts and features of assessment of profits and gains of Individual proprietorship, Doctor, Advocate and Chartered Accountant as individual assessee.
2. Compute Short term and Long term capital gains of an Individual assessee who is involved in Business and Profession.
3. Compute Taxable Income from other sources of an Individual assessee after taking into account deduction u/s 57 and amounts disallowed u/s 58.
4. Compute Gross Total Income of an Individual assessee after taking into account deduction u/s 80.
5. Illustrate the mechanism of carry forward and set off of losses of an Individual assessee who is involved in Business and Profession.
6. Compute total taxable income and tax liability of an Individual assessee who is involved in Business and Profession.

Books for Reference

- ❖ *B. Lal: Direct Taxes, Konark Publisher (P) Ltd.*
- ❖ *Bhagwathi Prasad: Direct Taxes – Law and Practice, Wishwa Prakashana.*
- ❖ *Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and Sons.*
- ❖ *Dr. Girish Ahuja & Dr. Ravi Gupta: Income Tax*
- ❖ *Dr. Mehrotra & Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhawan Publication.*
- ❖ *Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann Publication.*
- ❖ *Gaur & Narang: Income Tax.*

SEMESTER VI
M4 17 MC 603: STRATEGIC MANAGEMENT

COURSE OBJECTIVES

The Students should be able to:

1. Formulate a policy that operationalize the Vision and Mission statement of Organization and Apply the Strategic Management process to analyze and improve organizational performance.
2. Conduct and draw conclusions from external and internal analyzes of an organization's environment and assess their significance for Strategic Planning.
3. Choose an appropriate Corporate level and Business level Strategy that takes into account all the environmental factors of a Business firm.
4. Generate the Strategic Analysis and Strategic choices after the conducting Strategic Gap Analysis.
5. Develop implementation strategic plans in setting Performance Standards and using Evaluation techniques for strategic control to execute those strategies.
6. Relate Strategic evaluation of plan with control function such as operational control, overview of management control and Corporate Social responsibilities in Triple bottom Line perspective.

Module 1 - Introduction to Business Policy & Strategy 10 Hrs

Business Policy: Definition and Importance of business policy, Purpose of business policy, objectives of business policy, Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement. Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

Meaning of Strategy – Need for strategic management, process of

strategic management, Evolution of Strategic Planning – Strategy v/s. Policy – Role of Strategists Characteristics of corporate, Levels of Strategic Planning -business & functional level strategic management decisions ; Schools of Thought on Strategy Formulation & decision-making, Reasons for failure of strategic management:- Issues Faced in Strategic Planning.

Module 2 - Strategic Intent and Environmental Appraisal 10 Hrs

The concept of Strategic Intent-Fit-Environment appraisal: The concept of environment, The Company and its environment, scanning the environment, relating opportunities and resources based on appraisal of the environment (situation analysis - opportunities and threats analysis).

Sources and Techniques- External Analysis-Michael Porter's Five Force Industry Analysis – Value Chain Analysis Internal Analysis-Critical Success Factors (CSF): Key Factor Rating.

Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain.

Module 3 - Strategic Formulation-Corporate and Business Level Strategies

12 Hrs

Approaches to Strategy formation; Strategic planning: Strategic planning process, strategic plan major strategy options – Corporate Level Strategies- Grand strategy -Stability, Growth- and Expansion - Merger & acquisitions - Types of renewal strategies – retrenchment and turnaround– Combination – Corporate Restructuring Strategies – McKinsey's 7S framework to analyze firm's organizational design Business level strategy-SBU (strategic business units), Formulation of competitive strategies: Michael E. Porter's Generic competitive strategies, cost leadership, - Strategic Advantage –decentralization; BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model.

Module 4 - Strategic Analysis and Choice

12 Hrs

Strategic gap analyses -Process of Strategic Choice – focusing in strategic alternatives -horizontal, vertical diversification - active and

passive alternatives- Contingency Strategies.

Selection Factors-Subjective Factors of Influencing Choice – Corporate portfolio analysis – BCG Matrix – Limitations of BCG Matrix –GE Nine cell matrix –Product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix- SWOT analysis.

Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card.

Module 5 - Strategic Implementation and Evaluation

8 Hrs

Activating Strategy – Strategic Organization Structure – Functional – SBU – Project Organization – Matrix Organization – New Design Option – Leadership Style and Cultural Change – Managing Resistance to Change – Managing Conflict –Linking Performance and Pay To Strategies – Evaluation Criteria for Strategies .Process of evaluation – Setting Performance standards – Evaluation techniques for strategic control.

Module 6 - Strategic Control & Corporate Social Responsibility

8 Hrs

Strategy Control: Meaning, Importance, Scope: Strategic surveillance -Relationship between Strategic evaluation and control, operational control, overview of management control, Types of strategic Control – focus on KRA (Key Result Areas)

Social responsibilities: The Company and its social responsibilities, Social responsibility for economic growth and sustainability -Triple bottom Line-Social Audit.

Ethics and Strategy--Meaning, scope and limitations

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Select a high profile industry such as IT or Entertainment

Industry. Identify major Competitors and analyze the type of corporate level of strategies being used by firms.

2. Identify a business group (e.g. Reliance) that has relied extensively on Backward Integration as expansion corporate level strategy. Analyze reasons why company chose to do so.
3. List a few recent instances of Indian companies that adopted diversification strategies and make observations on why these companies diversified and types of diversification used.
4. Pick up several business magazines. Locate corporate reports of different types of companies according to these reports to identify types of corporate level strategies – the companies chosen by you are employing.
5. Analyze the following trends and extrapolate their implications for strategy formulation within companies (i) rising population (ii) crisis in higher education sector (iii) spread of Internet culture (iv) deplorable state of public utilities.
6. Essential Readings: Azhar Kazmi : Business Policy and Strategic Management, Second Edition, Tata McGraw Hill Publications.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate a design of a policy that operationalize the Vision and Mission statement of Organization and Apply the Strategic Management process to analyze and improve organizational performance.
2. Conduct and draw conclusions from external and internal analyzes of an organization's environment and assess their significance for strategic planning.
3. Choose an appropriate corporate level and Business level strategy that takes into account all the environmental factors of Business firm.
4. Generate the Strategic analysis and strategic choices after the conducting strategic Gap Analysis.

5. Develop implementation of strategic plans in setting Performance standards and using Evaluation techniques for strategic control to execute those strategies.
6. Relate Strategic evaluation of plan with control function such as operational control, overview of management control and Corporate Social responsibilities in Triple bottom Line perceptive.

Book for Reference

- ❖ *Budhiraja Athreya: Cases in Strategic Management, Tata McGraw Hill Publications.*
- ❖ *Jeremy Kourdi : Business Strategy – A Guide to Effective Decision Making the Economist.*
- ❖ *John A. Pearce II & Richard B. Robinson Jr.: Strategic Management –Strategy Formulation and Implementation.*
- ❖ *Philip Sadler: Strategic Management, Second Edition, 2005, Kogan Page India Pvt. Ltd. New Delhi.*
- ❖ *V. S. P. Rao& V. Hari Krishna: Strategic Management – Text and Cases, Excel Books Publication, New Delhi.*
- ❖ *Francis Cherunillam -Strategic Management , Himalaya Publishing House, Bombay.*

SEMESTER - V

M4 17 MC 604: QUANTITATIVE TECHNIQUES

COURSE OBJECTIVES

The students will be able to:

1. Describe the nature and scope of OR Models and its applications for Business decision making.
2. Develop a Linear Programming model and maximization or minimization of objective function by using graphical method.
3. Solve a Linear Programming problem by using simplex or Big-M method for business decision making.
4. Solve a Transportation problem for business decision making using various methods.
5. Solve an assignment problem for business decision making by using Hungarian method.
6. Develop a project network diagram and analysis by Pert or CPM method for project management.

Module 1 - Introduction to Operation Research **4 Hrs**

Definitions - Scope - OR Models - Nature - Limitations - Applications.

Module 2 - Introduction to Linear Programming **12 Hrs**

Basic Concepts, Construction of Linear Programme Model, Problems on Formulations, Graphical Solutions, Solution of Maximization and Minimization Problems (Simple Problems).

Module 3 - Simplex Method **12 Hrs**

Introduction, Simplex method, Maximization and Minimization Problems, Slack, surplus and artificial variables, Big M method, Duality.

Module 4 - The Transportation Problem **10 Hrs**

Introduction to Transportation Model, Methods of finding out initial solution- NWCR, LCM, Vogel's Approximation method, Test

for Optimality- MODI method.

Module 5 - The Assignment Problem

10 Hrs

Introduction, Methods of solving Assignment Problem- Enumeration, Simplex and Transportation (theoretical) Hungarian Method in detail.

Module 6 - Network Analysis

12 Hrs

Introduction – Network Analysis – Guidelines for construction of network diagram – Deterministic Time Estimates – Developing a Project Network – Project Duration & Critical Path - Forward Pass- Backward Pass – Float – Probabilistic Time Estimates – Difference between PERT & CPM

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Supply chain applications.
2. Job assignment.
3. Drawing network diagram for a project and identify the critical path.
4. Computation of earliest expected time and latest allowable time for events in a project.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the nature and scope of OR Models and its applications for Business decision making.
2. Develop a Linear Programming model and maximization or minimization of objective function by using graphical method
3. . Solve a Linear Programming problem by using simplex or Big-M method for business decision making.
3. Solve a Transportation problem for business decision making using various methods.
4. Solve an assignment problem for business decision making by using Hungarian method.

5. Develop a project network diagram and analysis by Pert or CPM method for project management.

Books for Reference

- ❖ *Budnik, Frank S Dennis Mcleavoy & Richard Mojena: Principles of Operation Research, AIT BS, New Delhi.*
- ❖ *Gould F J: Introduction to Management Science, Englewood Cliffs N J Prentice Hall.*
- ❖ *Kalavathy S: Operation Research, Vikas Pub Co.*
- ❖ *Naray J K: Operation Research, Theory and applications, McMillan, New Delhi.*
- ❖ *Richard, I. Levin & Charles A. Kirkpatrick: Quantitative Approaches to Management,*
- ❖ *McGraw Hill, Kogakusha Ltd.*
- ❖ *Sharma J K: Operation Research, Theory and Applications, McMillan, New Delhi.*
- ❖ *Srivastava V. K. etal: Quantitative Techniques for Managerial Decision Making, Wiley Eastern Ltd.*
- ❖ *Taha Hamdy: Operations Research, Prentice Hall of India.*

SEMESTER -VI
ELECTIVE - I: ACCOUNTS
PAPER-III
EL 15 AC 605: AUDIT AND ASSURANCE

COURSE OBJECTIVES

The students will be able to:

1. Describe the provisions, legislations and regulatory bodies that govern audit practices in India.
2. Explain the statutory audit and internal audit process within the frame work of professional standards.
3. Examine the purpose and principles to be observed in designing a quality control of audit.
4. Compare and contrast key audit matters to be incorporated in audit reports of different purpose.
5. Develop various computerized audit programmes in accordance with internal control under CIS reality.
6. Describe the purpose and process of different types of special audit assignments under different statutes including income tax and indirect tax laws.

Module 1 - Regulatory and Professional consideration of Audit

8 Hrs

Companies Act 2013, SEBI requirements, FEMA Rules, Code of Ethics (Issued by ICAI).

Module 2 - Pre Audit Planning

6 Hrs

Acquiring plans (Direct & Outsource) , Types of assignments, Statutory Audit, Internal audit, Scope of Audit work, Certifications, Client Approaches and retention.

Module 3 - Audit Risks and Audit Control

12 Hrs

Purpose and Principles of quality control of audit, Engagement setting,

Audit quality standards (Norms) monitoring control procedures and review by audit management team, Peer review.

Module 4 - Different Types of Audit report **10 Hrs**

CARO, Key Audit Matters, Reports on Forensic and Money Laundering, Limited review report on quarterly reporting, Review reports on management representation.

Module 5 - Audit under computerised environment **12 Hrs**

Special aspects of CIS Audit Environment, Need for review of internal control especially procedure controls and facility controls. Approach to audit in CIS environment, Use of computers for internal and management audit purposes, Computerised audit programs.

Module 6 - Special Audits, Assignments **12 Hrs.**

Special audit assignments like audit of bank borrowers, audit of stock exchange brokers and depositories, Inspection of special entities like banks, financial institutions, mutual funds, stock brokers.

Audit under different statutes i.e., Income tax, other direct tax laws and Indirect tax laws. Due diligence assignments.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Collect information about all types of audit conducted by any one organization.
2. Visit an audit firm, write about the procedure followed by them in auditing the books of accounts of a firm.
3. Draft an investigation on behalf of a public limited company.
4. Record the verification procedure with respect to any one fixed asset.
5. Prepare a qualified or a clean audit report for a given situation.
6. Case law on depreciation- facts and judgement.
7. List out the mandatory standards issued.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the provisions, legislations and regulatory bodies that govern audit practices in India.
2. Illustrate the statutory audit and internal audit process within the frame work of professional standards.
3. Design a quality control of audit keeping in view of audit quality standards and monitoring control procedures.
4. Generate an audit report incorporating key matters in accordance with the nature of purpose.
5. Develop a computerized audit programme for an organization in accordance with internal control under CIS reality.
6. Illustrate the purpose and process of different types of special audit assignments under different statutes including income tax and indirect tax laws.

Book for Reference

- ✓ *CA Pankaj Garg – Taxmann- Auditing & Assurance*
- ✓ *CA Neeraj Arora – Aashirvasd- Auditing & Assurance*
- ✓ *Kaplan Publishing- ACCA – Audit and Assurance*
- ✓ *IPCC notes- ACCA – Audit and Assurance*
- ✓ *CA Vikas Oswal-Simplified approach to audit and assurance*
- ✓ *CA G Sekar- Students Handbook of audit and assurance*
- ✓ *Pankaj Garg- Audit and assurance*
- ✓ *Surbhi Bansal- Audit and assurance*

PAPER -IV
EL 15 AC 606: CONTEMPORARY ACCOUNTING AND
REPORTING DEVELOPMENTS

COURSE OBJECTIVES

The students will be able to:

1. Describe the process of preparing financial statements as per Ind AS compliance for the first adopted entities.
2. Evaluate the differences between compliance reporting practice of National accounting Standards and International accounting Standards (IFRS).
3. Analyze the initiatives adopted in comprehensive integrated reporting at global level.
4. Examine the financial reporting on different aspects of Business including Environmental accounting, HR accounting and EVA.
5. Explain the global code of ethical practices adopted by Professional accounting bodies.

Module 1 - First Time Adoption/ Convergence 16 Hrs

IFRS 1 and Ind AS 101, Adoption, Transition date, Applicability, Phased implementation in India , Transfer of accounting policies, Convergence process – Recognition and de-recognition of assets and liabilities, adjustments to retained earnings, mandatory and optional exemptions, process and preparation of first Ind AS compliant Balance sheet transition date.

Module 2 - Global Accounting and Reporting Practices 10 Hrs

National accounting standards, International accounting standards, IFRS, Use of IFRS, Harmonisation efforts between IASB and FASB, Emerging developments of IFRS, Exposure Drafts.

Module 3 - Comprehensive Reporting Practices **12 Hrs**

Global Reporting Initiatives, Integrated reporting (6 Types of Capital), Management commentary (Future outlook, competition etc.)

Module 4 - Financial Reporting on business aspects **14 Hrs**

Environmental accounting, Human resource accounting, Brand accounting, Social Cost accounting, Segmental reporting, Reporting for SME's, Economic Value Added.

Module 5 - Ethical duties of Accountant **8 Hrs**

Ethical framework, Handling conflict of interest, Ethical dilemma, Global code of ethic practiced by professional accounting bodies, Whistle blowing.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Study of the financial statements issued by listed companies in compliance with the 1st time adoption requirements (based on the results published by Sensex & Nifty companies).
2. Study of published annual reports of Indian and international companies with regard to environmental & human resource accounting, brand accounting etc.
3. Study of code of conduct for professional accountants such as Chartered accountants. Analyse the ethical aspects of the code of conduct guidelines issued by ICAI, ACCA, ICAEW, CIMA and such other professional bodies.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Construct financial statements as per Ind AS compliance for the first adopted entities.
2. Evaluate the harmonization efforts between IASB and FASB and emerging developments of IFRS.

3. Construct financial statements as per the initiatives adopted in comprehensive integrated reporting at global level.
4. Adopt new financial reporting practices incorporating different aspects of Business including Environmental accounting, HR accounting and EVA.
5. Justify an appropriate conclusion to an ethical dilemma in practicing the global code of ethical adopted by Professional accounting bodies.

Book for Reference

- ✓ *IFRS and Ind AS publications issued by IASB and ICAI respectively*
- ✓ *Code of conduct issued by ICAI, ACCA, ICAEW, CIMA*
- ✓ *Useful websites such as www.gri.com, www.integratedreporting.org*

SEMESTER-VI
ELECTIVE II:
FINANCE PAPER III
EL 15 FN 605: INTERNATIONAL FINANCE

COURSE OBJECTIVES

The students will be able to:

1. Describe the mechanism of Foreign exchange flow and its implications on current account deficit.
2. Analyze the characteristics of International money market instruments and International Bond Market instruments.
3. Compare and contrast characteristics of different avenues of foreign equity finance and Foreign Trade finance.
4. Devise a strategy in currency derivatives to minimize foreign exchange risk.
5. Describe the different types of risk and its strategies for minimization of risk all sorts of International finance.
6. Examine the profitability of International investment and cost of capital of optimum international capital structure especially cross border acquisitions.

Module 1 - Introduction to International Finance **10 Hrs**

Meaning & Issues Involved – Domestic Currency and foreign Currency – Euro Currency - Exchange Rate, fundamental factors affecting exchange rates – direct quote – Indirect Quote – American Term and European Term – Bid and Ask – Two Way Quote : Cross Rate- Spot Rate – Forward Rate – Appreciation and Depreciation – Swap Point- Balance of Payments, the Current Account Deficit and Surplus and Capital Account Convertibility.

Module 2 - International Financial Markets- (Money market & Bond Market) **6 Hrs**

What money markets do?- money market funds – money market

instruments – Commercial paper, Bankers acceptance, Treasury bills, notes, inter-bank loans, international agency paper, repo/ reverse repo – Bond Market - types of bonds.

Module 3 - International Financial Markets – (Equity & Trade Finance) 10 Hrs

FII – Regulations governing FII in India, FDI-Meaning, Advantages & Disadvantages – securitized financing (Euro note) & Equity financing(ADR & GDR) - Foreign Trade Finance.

Module 4 - Currency Derivatives 10 Hrs

Meaning of currency derivative-currency future –currency forward – currency option –currency swaps – Need for currency Derivative Market – Pricing of Futures – Opting for Options – Take off to Strategies – Strategy and option Valuation.

Module 5 - International Risk Management 12 Hrs

Political – commercial – exchange control restrictions on remittance – different tax systems – exchange rate fluctuations – risk of non-payment – managing risk –relationship among inflation, interest rate & exchange rate - parity concept (PPP,IRP) - hedging , speculation & arbitrage process -international portfolio - currency basket.

Module 6 - Investment Appraisal and Funding 12 Hrs

Overseas investment appraisal and funding – computing NPV – Evaluation from Projects point of view and investor–parent point of view – Considerations governing financing - International capital structure and cross –border acquisitions.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Prepare an international project report.
2. Draft a chart describing the working of ADR & GDR.
3. Make a list of major players in derivatives.
4. List out the innovative derivatives instruments.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate the mechanism of Foreign exchange flow and its implications on current account deficit.
2. Evaluate the characteristics of International money market instruments and International Bond Market instruments.
3. Analyze characteristics of different avenues of foreign equity finance and Foreign Trade finance.
4. Design a strategy in currency derivatives to minimize foreign exchange risk.
5. Evaluate the different types of risk and its strategies to minimize the risks.
6. Evaluate the profitability of International investment and cost of capital of optimum international capital structure especially cross border acquisitions.

Book for Reference

- ✓ *Balachandran: Foreign Exchange.*
- ✓ *Chowdery: Finance of Foreign Exchange.*
- ✓ *Chowdery: Finance of Foreign trade and Foreign Exchange.*
- ✓ *K.V.Venkataraman: Finance of Foreign Trade & Foreign Exchange.*
- ✓ *Kovvry: Cost and management Accounting.*
- ✓ *M.Y.Khan&P.K.Jain: Cost Accounting and Financial Management.*
- ✓ *M.Y.Khan&P.K.Jain: management Accounting and financial Analysis.*
- ✓ *Mittal: International Rate foreign exchange Tariff Policy.*
- ✓ *Srivastava: International Finance.*
- ✓ *Moorad Choudhry: Bond and Money Markets : Strategy, Trading,*

Analysis

PAPER-IV

EL 15 FN 606: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Explain the meaning of Investment and steps involved in investment management process.
2. Analyze the characteristics of various avenues of investment.
3. Conduct Fundamental Analysis to decide whether to buy or sell or hold.
4. Conduct Technical Analysis to predict price movement of individual stock and market.
5. Construct optimum portfolio by using Markowitz's and Sharpe Model.
6. Evaluate the portfolios by using Sharpe's, treynor's and Jensen performance indices.

Module 1 - Introduction: Portfolio Management

6 Hrs

Meaning and Significance of Savings & Investment - Financial and Economic Meaning of Investment - Investment v/s Speculation, Hedging, Arbitrage & Gambling - Portfolio Management - Meaning & Process.

Module 2 - Introduction: Security Analysis

8 Hrs

Characteristics of Investments - Factors Influencing Investment Decisions - Various Investment avenues Available for Investors (special reference to Tax benefits, returns and risk) - Meaning: Security & Security Analysis- Selection of Securities using Life Cycle Approach.

Module 3 - Fundamental Analysis & Security Valuation

14 Hrs

Fundamental Analysis: Meaning & Components - Types of Risk:

Systematic & Unsystematic- Risk and return assessment using Mean, Standard Deviation, Coefficient of Variation and Beta -Factors influencing Valuation of Securities -Valuation/Pricing of stocks - Yield Calculation & Valuation of Bonds.

Module 4 - Technical Analysis & Related Theories **12 Hrs**

Introduction to Technical analysis-Dow Theory, Elliot Wave Theory - Types of Charts & Chart Patterns-Technical Indicators & Oscillators: Moving Averages, ROC & RSI - Efficient Market Hypothesis & Random Walk Theory.

Module 5 - Portfolio Construction **12 Hrs**

The Capital Asset Pricing Model, Arbitrage Pricing theory -Modern Portfolio Theories: Markowitz's Mean-Variance model & Sharpe's Single Index Model.

Module 6 - Portfolio: Evaluation & Revision **8 Hrs**

Meaning of Portfolio Evaluation - Evaluation Techniques: Sharpe's, Treynor's & Jensen's Performance Indices - Meaning & Need for Portfolio Revision -Revision Strategies.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Select any debenture quoted in any Stock Exchange and compute YTM.
2. Examine the investment opportunities available to an employee.
3. Understand the procedure involved in buying and selling of shares and debentures through a line and Demat schemes.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the meaning of Investment and steps involved in investment management process.

2. Evaluate the characteristics of various avenues of investment.
3. Decide whether to buy or sell or hold by using Fundamental Analysis.
4. Predict price movement of individual stock and market by using appropriate tool of Technical Analysis.
5. Construct optimum portfolio by using Markowitz's and Sharpe Model.
6. Evaluate the portfolios by using Sharpe's, treynor's and Jensen performance indices.

Book for Reference

- ✓ *Avadhani: Security Analysis & Portfolio Management*
- ✓ *Bhalla : Security Analysis & Portfolio Management*
- ✓ *Fisher & Jordan : Security Analysis & Portfolio Management*
- ✓ *Prasanna Chandra : Managing Investments*
- ✓ *Punithavathy Pandian: Security Analysis & Portfolio Management*

SEMESTER -VI
ELECTIVE-III: HUMAN RESOURCE MANAGEMENT
PAPER-III
EL 15 HR 605: PERFORMANCE AND COMPENSATION
MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Describe the concepts and objectives of performance management and appraisal in achieving the superior performance of Human Resource.
2. Develop the performance Management process of an hypothetical Organization.
3. Examine the relationship of E - Performance management system and Reward system in ethical perspectives.
4. Illustrate the different methods of job evaluation in the light of compensation policy and its relationship with compensation and competency.
5. Create incentive plans for production employees and for other professionals taking into account performance and all sorts of benefits.
6. Examine the essential components of wage system in India including company policy, regulations of State and central that determine wages.

Module 1 - Introduction **8**
Hrs

Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal.

Module 2 - Performance Management process **10**
Hrs

Performance planning, Process and Documentation of Performance

appraisal, Appraisal Interview, Performance Feedback and Counselling.

Module 3 - Performance management and reward systems **12 Hrs**

Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance.

Module 4 - Introduction to Job Evaluation **12 Hrs**

Methods of Job Evaluation, Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency based pay.

Module 5 - Incentives plans for production employees and for other professionals **8 Hrs**

Developing effective incentive plans, pay for performance, Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

Module 6 - Wage System of India **10 Hrs**

Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations. Expatriate Pay.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Make a study of the performance management system in an MNC in Bangalore.
2. Study the performance appraisal of an international employee as compared to the host country national.
3. Report on the process of setting work standards in an organisation.
4. Enumerate ways to use performance management training activity to explore the various elements and techniques that are key to the successful introduction of a sense of 'partnership' between an employee and their supervisor.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the concepts and objectives of performance management and appraisal in achieving the superior performance of Human Resource.
2. Develop the performance Management process of a given Organization.
3. Relate E – Performance management system and Reward system in ethical perspectives.
4. Relate the different methods of job evaluation in the light of compensation policy and its relationship with compensation and competency.
5. Develop incentive plans for production employees and for other professionals taking into account performance and all sorts of benefits.
6. Evaluate the essential components of wage system in India including company policy, regulations of State and central that determine wages.

Book for Reference

- ✓ *Milkovich & Newman, Compensation, McGraw Hill.*
- ✓ *T.J. Bergman, Compensation Decision Making, Harcourt, FortWorth, TX*
- ✓ *Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.*
- ✓ *Herman Aguinis: Performance Management, Prentice Hill.*
- ✓ *Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House*
- ✓ *Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.*
- ✓ *Bagchi, S. N.: Performance management, Cengage Learning India.*
- ✓ *Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.*
- ✓ *Robert B.: Performance management, McGraw-Hill Education India.*

PAPER - IV
EL 15 HR 606: INTERNATIONAL HUMAN RESOURCE
MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Distinguish between the nature of Human Resource Management and International Human Resource Management and approaches to them.
2. Plan for Human Resource requirements of organizations of International in Nature.
3. Illustrate the steps involved in performance Management process, approaches to International compensation and reward strategies.
4. Describe the key issues and strategic choices in building labour relations as a part of development and management of HRM of International nature.
5. Describe the concepts of International Human Resource Management of MNEs and its influence on pattern of behavior and labour relations.
6. Explain the role of institutional theory and concepts of culture in the development and management of HRM of International nature.

Module 1 - Introduction

8 Hrs

Nature of International HRM: Approaches to IHRM, difference between domestic HRM and IHRM: International mergers, acquisitions and IHRM; BRICS countries and IHRM

Module 2 - Human Resources Planning in IHRM

8 Hrs

Human resource planning in IHRM: Recruitment and selection, issues in staff selection of expatriates. Training and Development: Expatriates

training, developing international staff and multinational teams.

Module 3 - Performance Management in International context

10 Hrs

Performance Management: Performance management challenges in MNEs: Performance management process: Criteria used for performance appraisal of international employee, Factors associated with individual performance and appraisal, appraisal of host country nationals in subsidiaries.

Compensation: Objectives of international compensation, approaches to international compensation, and international influences on compensation: Reward strategies.

Module 4 - Labour Relations

8

Hrs

Labour Relations: Key issues in international relations, strategic choices before firms, strategic choices before unions, union tactics
Expatriate Failures Causes for failure. Repatriation: Repatriation process and issues.

Module 5 - International IHRM Concepts of MNEs.

8

Hrs

Concept of racism; classism; religious openness; Discriminatory management, equality management and diversity management; Return ship and its benefits;

Migrant labour problems- relevance of migrant labours in IHRM; Migrant workers in UK, USA and middle-east. Managing people in the international context-US.

Module 6 - Institutional and Cultural Approach to IHRM

18 Hrs

Institution theory-Institution effects: Political economy and historical context: legislation as a key Institutional factor Definitions and key concepts of Culture, Elements of Culture, The growing importance of culture in organizations, National culture and expatriate adjustments.

Culture and diversity- Diversity Management-Cross cultural issues in

organizations. Cross -Cultural team work –Benefits and problems).
EEO-meaning, concepts and benefits.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Make a study of the training and development given to expatriates in an MNC.
2. Study the performance appraisal of an international employee as compared to the host country national.
3. Report on the process of recruitment and selection in an international firm.
4. Study the activities undertaken by at least two firms to fulfil their social responsibilities.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Describe the nature of Human Resource Management and International Human Resource Management and its approaches to them.
2. Develop a plan for Human Resource requirements of organizations of International in Nature.
3. Develop the performance Management process in adopting suitable approach to International compensation and reward strategies.
4. Examine the key issues and strategic choices in building labour relations as a part of development and management of HRM of International nature.
5. Illustrate the concepts of International Human Resource Management of MNEs and its influence on pattern of behavior and labour relations.
6. Evaluate the role of institutional theory and concepts of culture in

the development and management of HRM of International nature.

Book for Reference

- ✓ *Eileen Crawley, Stephen Swailes, David Walsh; Introduction to International Human Resource Management, OUP Oxford,*
- ✓ *Aswathappa K: Human Resource and Personnel Management, Tata McGraw Hill.*
- ✓ *Charles W L Hill: International Business, McGraw Hill.*
- ✓ *Cynthia D Fisher (et al): Human Resource Management, Houghton Mifflin•Co.*
- ✓ *Ian Beardwell & Len Holden: Human Resource and Personnel Management, MacMillan.*
- ✓ *Peter J Dowling (et al): International Human Resource Management, South Western, Thomas Learning.*

SEMESTER - VI
ELECTIVE - IV: MARKETING MANAGEMENT
PAPER III
EL 15 MK 605: INTEGRATED MARKETING
COMMUNICATION & MEDIA MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Describe the pros and cons of various components of promotional mix that form a part of Integrated Marketing communication.
2. Illustrate the role of Advertising tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
3. Evaluate the role of Media tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
4. Describe the role of promotional tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication.
5. Examine the role of Public relations and publicity tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
6. Evaluate the effectiveness of Integrated Marketing communication programme within the dimensions all aspects of ethical practices.

Module 1 - Concept and Process of Integrated Marketing Communications (IMC) 10 Hrs

Introduction to IMC and the Communication Process: Evolution Of IMC and reasons for its growth - IMC Planning Process, Role of IMC in Marketing Process-Elements of IMC - Advertising, Sales Promotion -Types, relationship between advertising and sales

promotion, Publicity - Types and relationship between advertising and publicity - Personal selling, Direct Marketing, Event Management, E-Commerce, Public Relations, Interactive Marketing
- Push Advertising - New Trends in IMC - India & International Perspective.

Module 2 - Integrated Marketing Communications - Advertising Tools **15 Hrs**

Advertising Definitions, Concepts, Role & Functions - Role of Advertising Agencies - Role & Functions - Selection of Ad Agency - Advertising Budget Planning Process & Importance - Approaches to Setting Budgets with calculations - DAGMAR Approach - Creativity in Advertising - Creative Brief, Process & Strategies - The art of copywriting; Advertising Copy Testing; Creative Strategy Implementation & Evaluation.

Module 3 - Integrated Marketing Communications - Media Tools **12 Hrs**

Media Planning & Strategy - Media Channels and Channel Factors - Comparison of various Media - Media Selection - Media Mix -Media Buying, Strategies and Execution; Interactive Marketing - Online Advertising - Social Media Networks - Media Spiralling - Alternate Marketing and Media Venues.

Module 4 - Integrated Marketing Communications - Promotional Tools **8 Hrs**

Promotional Tools in IMC - Comparison and Suitability of various Promotional Tools -Direct Response Marketing - Database Marketing Management; Personal Selling - Role and Functions & Process of Personal Selling; Sales Promotion -Importance and Types
- Sales Promotion Strategies -Trade Promotion Strategies .

Module 5 - Integrated Marketing Communications -Public Relations & Publicity Tools **8 Hrs**

Public Relations and Publicity - Identifying Stakeholders in PR - Role of and PR Functions - Tools of PR and suitability - Forms of Publicity; Sponsorship-Objectives and Forms; Event Marketing - Objectives - Event Promotion - Cross Promotions.

Module 6 - Integrated Marketing Communications –Evaluation & Ethics

7 Hrs

Evaluating Marketing Communication Program -Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects; Advertising and Promotion Ethics; Advertising and Children; Social and Cultural consequences of advertising, criticism of advertising Stereotypes.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Draft a print ad copy with appropriate punch lines for an upcoming Consumer product.
2. Design effective criteria for choosing an endorser for a new entrant Amusement park. Discuss the importance of each in evaluation of potential candidates and how you would make the final decision.
3. Draft a questionnaire for an Italian ice cream outlet to analyse its customer feedback.
4. Analyse ambush marketing from any Recent Indian scenario and present the case study.
5. Visit an ad agency and analyse its functions and other working details.
6. Select any Sponsorship and Event Marketing Campaign aimed at consumers that have recently run, one that you consider as good and another as bad. Write a one-page assessment on each justifying your assessment.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Explain the pros and cons of various components of promotional mix that form a part of Integrated Marketing communication.
2. Design the role of Advertising tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.

3. Devise the role of Media tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
4. Develop the role of promotional tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
5. Devise the role of Public relations and publicity tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
6. Evaluate the effectiveness of Integrated Marketing communication programme within the dimensions all aspects of ethical practices.

Book for Reference

- ✓ *Don E. Schultz, Stanley I. Tannenbaum, Robert F. Lauterborn; The New Marketing Paradigm: Integrated Marketing Communications; McGraw Hill Professional, 1994*
- ✓ *Kenneth Blown & Donald Baack, Integrated Marketing Communications PHI, 2002*
- ✓ *Belch & Belch, Advertising and Promotions - Tata McGraw Hill 2001*
- ✓ *Duncon, Integrated Marketing Communications - TMH*
- ✓ *Bowee, Hill, Dowell, Wood: Advertising Excellence.*
- ✓ *Chunawalla & K. C. Sethia: Foundations of Advertising, Theory and Practice, Himalaya Publishing House.*
- ✓ *Nigel Morgan and Annette Pritchard: Advertising in Tourism Leisure.*
- ✓ *David Ogilvy: Ogilvy on Advertising, Prion Publications, London.*
- ✓ *Kazmi S.H. & Satish Batra: Advertising and Sales Promotion.*
- ✓ *Mahendra Mohan: Advertising Management, Concepts and cases; Tata McGraw Publishing Co. Ltd. New Delhi.*
- ✓ *Rajeev Batra, John E Myers, David Aaker: Advertising*

✓ *Management, Fifth Edition, Pearson Education.*

PAPER-IV

EL 15 MK 606: DIGITAL MARKETING

COURSE OBJECTIVES

The students will be able to

1. Describe the different Digital marketing channels, media options and marketing process of Digital Marketing and Traditional Marketing.
2. Devise a plan for Digital marketing Research to evaluate the buying behavior of consumers online.
3. Identify the role of search engines optimization techniques in gaining access to digital marketing
4. Compare and contrast the effectiveness of advertisement in using different tools of Digital Media and its implication on different platforms of Digital Marketing.
5. Examine the different types of electronic platform used to build relationship with stakeholders online.
6. Illustrate the practices of digital marketing within the code of practices prescribed by regulatory.

Module - 1 - Introduction to Digital Marketing **10 Hrs**

Introduction to marketing in the digital environment- types of web presence- common ecommerce business models(B2B, B2C, C2C, B2G) - History of digital marketing - Digital marketing channels and classifications - Understanding Marketing Process - Digital Marketing Vs traditional Marketing. - Understanding Digital Marketing Process-Digital media options-online-fulfilment options. Introduction to payment gateways- (Case Study of PayPal, SecurePay and Payroo).

Module - 2 - Digital Marketing Research **10 Hrs**

SJCC/BBA (Professional - Finance & Accountancy) /5 & 6 Sem/2020-21/P-149

Audience profiling and segmentation-Internet usage patterns -Post Internet consumer behaviour and understanding buyer behavior online-pillars of direct marketing-Online research and behaviour tracking methods-Introduction to behavioural targeting. Online surveys- blog mining- data mining- Building customer profiles using navigation and sales data- Competitor analysis online- Integrating online and offline strategies.

Module – 3 - Search Engine Optimization and Marketing 10 Hrs

Meaning and Intro - keywords - Different types of keywords - Google keyword planner tool - Keywords research process - Understanding keywords mix. Email campaign creation and management-Google Adwords- search and display on search engines- pricing models online- Introduction to page rankings- Google Adwords analytics- Search Engine Optimization- Process and methodology- Long tail in SEO- Link building- Key word analysis- process and optimization. Search Engine Marketing - Paid versus natural Search- SEM landscape- Landing pages and their importance in conversion analysis- Google vs. Bing vs. Yahoo. Search Methodology.

Module 4 - Tools of Digital Marketing 15 Hrs

Email Advertising: Introduction -Creating Marketing Message - Challenges faced in sending bulk emails - Types of email marketing- Opt-in & bulk emailing.

Online Display Advertising- Mobile and Web Marketing- Social Media Marketing Types of Online Advertising - Display Advertising - Contextual advertising - Top ecommerce websites around the world & it's scenario in India

PPC (Pay per Click) Advertising- Google AdWords and Google Analytics

Understanding inorganic search results - Introduction to Google AdWords & PPC advertising

- Intro to SM Advertising – Creating a Page - Increasing fans on fan page - marketing on fan page Fan engagement - Types on Facebook-Twitter- Instagram- LinkedIn and Video advertising – Measuring Results

Digital Marketing

Understanding Mobile Devices - Mobile Marketing and Social Media
- Mobile Marketing Measurement and Analytics - Advertising on mobile (App & Web) - Mobile marketing mix - SMS marketing

Module 5 - E-Public Relations **10 Hrs**

Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments.

How to use blogs-forums and discussion boards- Blogs, forums and communities- Viral campaigns and the social graph. Building relationships with different stakeholders online.

Module 6 - Code of Practices in Digital Marketing **5 Hrs**

Localization of content and advertising. Evolution of Indian banking industry - journey from brick and mortar to mobile banking, Consumer engagement - meaning and methods.

Regulations and Code of Practice in Digital Marketing in India.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. To get well versed with Google AdWords and Google tools.
2. Free tools for website designing.
3. Understanding the various measures taken to relate to enhance Public relations.
4. Create and maintain a page on Social Media Eg: Facebook- Twitter- Instagram- LinkedIn.
5. Help a start up promote their local business using Google AdWords or Facebook Promotes.

COURSE OUTCOMES

After completion of the course the students will be able to

1. Compare and contrast the different Digital marketing channels, media options and marketing process of Digital Marketing and Traditional Marketing. Use a Digital marketing Research to evaluate the buying behavior of consumers online.

2. Plan for search engines optimization techniques in digital marketing for a wide accessibility of vast consumers.
3. Utilize a set of tools of Digital Media Advertising for digital marketing of different platforms of both online and offline Business.
4. Use the different types of electronic platforms to build relationships with stakeholders of hypothetical organizations online.
5. Adopt the practices of digital marketing within the code of practices prescribed by regulatory.

Book for Reference

- ✓ *Deepak Bansal, A Complete Guide To Search Engine Optimization, B.R Publishing Corporation, 1st Edition, 2009*
- ✓ *Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, The Consumer Decision Journey, McKinsey Quarterly, No3, 2009)*
- ✓ *Strauss.J and Frost . R , “E- Marketing”, Pearson Education, 5th Edition, 2009*
- ✓ *Ramsey , Seven Guidelines for Achieving ROI from Social Media, eMarketer , 2010*
- ✓ *Godfrey Parkin , Digital Marketing: Strategies for Online Success New Holland Publishers Ltd, 2009*
- ✓ *Damian Ryan , Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation, Kogan Page, 3rd Edition, 2014*
- ✓ *Jonah Berger, Contagious Why Things Catch On, Simon & Schuster, 2013*

SEMESTER - VI
ELECTIVE-V: INTERNATIONAL BUSINESS
PAPER - III
EL 15 IB 605: GLOBAL FINANCIAL MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Describe the various theories and components of International trade and Monetary system.
2. Analyze characteristics of the various avenues of International investment and Methods of International financing in the context of Global economic crisis.
3. Examine the Export and Import procedure in the context of various treaties and its implication on frame work of global taxation.
4. Evaluate the issues and challenges of options of cross border Mergers and Acquisitions.
5. Explain the needs and benefits of IFRS as global accounting standard for MNCs.
6. Examine the implications of International court of Justice and International Law including the SEBI code 2011 for takeover.

Module 1 - Introduction to Global Finance

10 Hrs

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India). International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange

standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank. Asian Development Bank (ADB), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

Module 2 - International Investment

14 Hrs

International investment: Types and significance of foreign investments, factors affecting international investment, growth and dispersion of FDI, Cross border mergers and acquisition, foreign investment in India-Impact of reforms on competitiveness of the Indian Firms, EURO/ADR issues, ECBs; current economic crises in US/Europe/Asia and its impact on economic growth in India. International Finance – Difference between International Business and International Finance – Methods of International Financing – Role of bank in host country- Escrow Accounts.

Module 3 - Global Taxation and Treaties

10 Hrs

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

WTO – MFNs – Other tax treaties pertaining to FTA, PTA, CECA and CEPAs.

Module 4 - Global Strategy

10 Hrs

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy – growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

Module 5 - International Accounting

8 Hrs

Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.

Module 6 - Regulatory Bodies in Investment

8 Hrs

International Court of Justice - International Law - International Tribunals - Competition Law, 2002 - SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover. . Investment Regulatory Bodies in USA, UK and Euro-zone.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Read any two related international treaties & write a report.
2. Follow any latest cross-border merger and evaluate its outcomes.
3. Work out on cross-currency valuations.
4. Evaluate the role of any two International Agencies.
5. Bring out the role of GST in being tax guardian to end-users.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Illustrate the various theories and components of International trade and Monetary system.
2. Evaluate the characteristics of the various avenues of International investment and Methods of International financing in the context of Global economic crisis.

3. Differentiate the procedure involved in Export and Import in the context of various treaties and its implication on frame work of global taxation. Illustrate the issues and challenges of options of cross border Mergers and Acquisitions.
4. Describe the needs and benefits of IFRS as global accounting standard for MNCs.
5. Justify the implications of International court of Justice and International Law including the SEBI code 2011 for takeover.

Book for Reference

- ✓ *Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill.*
- ✓ *Buckley, A. (2004). Multinational Finance (5th ed.). Pearson Education*
- ✓ *Frederick, D.S. Choi and G. Mueller: International Accounting, Englewood Cliffs. Prentice Hall*
- ✓ *Miller Paul B.W and Bahnson, Paul R.: Quality Financial Reporting, Tata McGraw-Hill.*
- ✓ *Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education*
- ✓ *V.S. Datey. Indirect Tax Law and practice, Taxmann Publications Pvt. Ltd., Delhi,*
- ✓ *Dr. Sanjeev Kumar. Systematic Approach to Indirect Taxes*

Online Readings/Supporting Material

1. Government Orders, Notifications, Objections & Circulars
2. Relevant Acts passed
3. Finance Act for relevant Assessment Year
4. Latest court judgments

PAPER – IV

EL 15 IB 606: INTERNATIONAL MARKETING

COURSE OBJECTIVES

The students will be able to:

1. Compare and contrast the driving and restraining forces of International marketing and Domestic marketing.
2. Evaluate the different types of consumer decision making models and issues in international marketing Research.
3. Evaluate the determinants of market selection, market segmentation and market entry strategies to support an organization's international business decision-making.
4. Analyze international product and pricing issues and strategies of MNCs.
5. Evaluate the issues and strategies of international promotion and distribution channel of MNCs.
6. Illustrate the process of risk management in International marketing including ethical issues in E commerce.

Module 1 - Introduction to International Marketing **8** **Hrs**

Characteristics, Importance, Motives, Problems and Factors affecting International Marketing. The economic inter-dependence of nations, the International Marketing tasks, International Marketing v/s Domestic Marketing, International orientations, Internationalization stages, International marketing decisions, driving and restraining forces, Participants in International Marketing, Future of International Marketing.

Module 2 - International Consumer Behaviour & Market Research **14** **Hrs**

Consumer behaviour and competition in foreign markets - Understanding Global Consumers - Analysing consumer markets and

buyer behaviour – Factor influencing buyer behaviour – buying decision process – stages of the buying decision process. Consumer decision making -Nicosia, Howard - Sheth, Engel, Kollat and Black well models. Building Customer Satisfaction. Introduction to Marketing Research –Defining the Marketing Research Problem - International Marketing Research Plan- Importance of Research for International Marketing Decisions - Issues in International Marketing Research- New Developments in the field of Consumer Research.

Module 3 - International Market Selection **10 Hrs**

Market selection process, Determinants of Market selection, Process of market segmentation, Requisites of sound International Marketing segmentation, Market entry strategies.

Module 4 - International Product & Pricing Decision **10 Hrs**

International Product Life Cycle (IPLC), IPLC Stages and characteristics, International Product Policy, Product strategies, globalisation v/s localization, Marketing mix, factors affecting pricing, Information requirements for export pricing, export price structure, steps in export pricing.

Module 5 - International Promotion & Distribution Strategies **10 Hrs**

Major decisions in International Marketing Communication, Product communication strategies, Problems in International Marketing Communication, Advertising and Regulation, International Marketing channel system, Types of foreign intermediaries, Factors influencing channel selection, Distribution issues - International Logistics. Distribution logistics for export, foreign sales agent selection & appointment.

Module 6 - Other Dimension of International Marketing **8 Hrs**

Management of risks in International Marketing: Commercial, political, cargo, credit exchange fluctuation risks and risks arising out of

foreign laws- CRM – E-Commerce- Ethical Issues in E-Commerce- International Marketing Ethics.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Collect literature from business magazines for global strategies used by Indian companies for branding.
2. List out case studies of dumping practices and benefits of implementing anti – dumping laws.
3. Visit any institution involved in export promotion and present a brief analysis.
4. Based on Porter’s framework for competitive advantage analyze any four Indian companies that have global projections.
5. List out the various entry strategies of foreign multinationals in India and also analyze their success and failures.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Distinguish between International marketing and Domestic marketing and their driving and restraining forces.
2. Examine various consumer decision making models and issues in international marketing Research in order to draft an International marketing research plan.
3. Design a plan for market entry strategy to support an organization’s international business decision-making.
4. Devise an international product and pricing strategy of a hypothetical / real MNCs.
5. Develop an International promotion mix and distribution channel of a hypothetical / real MNCs.
6. Describe the process of risk management in International

marketing including ethical issues in E commerce.

Book for Reference

- ✓ Francis Cherunilum "International Marketing"
Himalaya Publishing House.
- ✓ Joshi Rakesh Mohan " International Marketing" Oxford University Press
- ✓ Kotabe M, Helsen K. " Global Marketing Management" Wiley, Jhon&Sons,Inc
- ✓ Kotabe, Pelose, Gregory And Helson " International Marketing Management" Wiley, Jhon &Sons, Inc
- ✓ Mathur, U. C., International Marketing Management: test & Cases, Sage Publications India Pvt. Ltd., N. Delhi.
- ✓ Michael R., Zinkota & Ilkka A Ronkainen "International Marketing"
- ✓ Srinivasan R., 'International Marketing' Prentice Hall India.
- ✓ Srinivasan. R., "International Marketing", PHI Pvt Ltd.
- ✓ Varma & Aggrawal: International Marketing Management
- ✓ Varshney R L & Bhattacharyya: International marketing Management, Sultan Chand & Sons.
- ✓ Warren & Keegan: International Marketing, Prentice Hall of India Pvt. Ltd

SEMESTER - VI
ELECTIVE - VI: BANKING AND INSURANCE
PAPER III
EL 15 BK 605: RISK MANAGEMENT

COURSE OBJECTIVES

The students will be able to:

1. Describe the types of risk in the context of Risk management, Opportunity management and uncertainty management of Insurance and Banking.
2. Examine critically Bank risk from the perspective of shareholder, regulators and Debt providers in the wake of Sub prime crisis and other recent risk management failures.
3. Evaluate credit risk management process in the context of Basel 1, Basel 2 and Basel 3.
4. Examine the Methods and Approaches for the mitigation of Interest rate Risk by using derivatives and Liquidity Risk.
5. Construct active Bank investment portfolios in minimization of Interest rate Risk and Credit Risks.
6. Create a model of Risk management process in order to overcome personal risk and Risk financing.

Module 1 - Introduction to Risk Management **8**
Hrs

Definition of risk - Threat - Opportunity - Uncertainty distinguished - Relationship with performance objectives - Implications for uncertainty management - risk management - Opportunity management and uncertainty management compared - Types of risk.

Module 2 - Analytical Overview of Bank Risk **10**
Hrs

Why is risk critical to banks - Value drivers and business model of

a bank – Understanding differing perspectives – shareholders, regulators and debt providers –major risk groups – Credit, market , liquidity, operational – management objectives – risk versus return – Lessons learned from recent risk management failures – Sub-prime, CLO's, leveraged loans, Trading Losses and etc – Capital allocation: Types of capital- Shareholder, regulatory and economic capital – Economic capital.

Module 3 - Managing Credit Risk **12**
Hrs

Defining Credit risk, The Basel Committee's Principles of Credit risk Management Regulatory capital Basel 1 versus Basel 2 – Managing capital structures – Comparisons between banks – Basel 3 (Overview and changes compared to Basel 2) – Measuring Credit risk, Credit rating framework – Managing credit risk – Limits and safeguards – Policy process and procedures.

Module 4 - Interest Rate and Liquidity Risk **10**
Hrs

Introduction, Asset- Liability Management, Managing and Measuring Interest rate risk, Methods to reduce Interest rate risk, Managing Interest rate with Interest rate derivatives, Liquidity risk- Sources, Approaches, Measuring Liquidity risk

Module 5 -Managing Market Risk – Banks Investment Portfolio **10 Hrs**

Basic concepts, The Treasury functions, Risks and Returns of Investment securities, Measuring Interest rate risk with VAR, Approaches to VAR Computation, The Interplay between Market and Credit risk.

Module 6 - Risk Management in Insurance Companies **10**
Hrs

Risk Management :Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk management process, Different scenarios and Risk management strategies, Personal risk management, Risk control and

Risk financing, Insurance market dynamics, Loss Forecasting.

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Project on the technology adopted by different banks.
2. Latest trends in Bank technology Management.

COURSE OUTCOMES

After completion of the course the students will be able to:

1. Compare and contrast the types of risk in the context of Risk management, Opportunity management and uncertainty management of Insurance and Banking.
2. Evaluate critically Bank risk from the perspective of shareholder, regulators and Debt providers in the wake of Sub prime crisis and other recent risk management failures.
3. Compare and contrast the credit risk management process in the context of Basel 1, Basel 2 and Basel 3.
4. Select a Method and an Approach for the mitigation of Interest rate Risk by using derivatives and Liquidity Risk.
5. Use active Bank investment portfolio strategies in minimization of Interest rate Risk and Credit Risks.
6. Develop a model of Risk management process in order to overcome personal risk and Risk financing.

Book for Reference

- ✓ *Joetta Colquitt (2007)., Credit Risk Management, Mc Graw Hill, New Jersey (Text Book).*
- ✓ *Michel Crouhy, Dan Galai and Robert Mark(2000), Risk Management, Mc Graw Hill, NJ*
- ✓ *Alan Waring and A.Ian Glendon (1988): Managing Risk, Critical Issues for survivaland Success into the 21st century, International*

Thomson Business Press. New York.

- ✓ *Arnaud de Servigny, Olivier Renault (2004), Measuring and Managing Credit Risk", Mc Graw Hill, NJ*
- ✓ *Robin Kendall (1988): Risk Management for Executives, A practical Approach toControlling Business Risks, FT Pitman Publishers, London.*
- ✓ *William H Beaver and George Parker (ed) (1995): Risk Management, Problems and Solutions, McGraw Hill.NJ*
- ✓ *Vijaya Bhaskar P and Mahapatra.B (2006):Derivatives simplified An Introduction to Risk Management, Response Books, Sage publications, New Delhi*

SEMESTER - VI
ELECTIVE - VI: BANKING AND INSURANCE
PAPER IV
EL 20 BK 606: BANK TECHNOLOGY MANAGEMENT

Couse Objectives

The students will be able to:

1. Illustrate the Technological impact, opportunities, challenges and implementation of Technology in banking operations.
2. Evaluate the pros and cons of different Delivery Channels in Banking Operations and Use the various modes of Inter Bank Payment System.
3. Examine the various components of Bank Back Office Management in the context of Treasury management, Risk management, Lending and trade management, MIS and CRM.
4. Examine the areas of IT Infrastructure and its Management focuses on the IT governance.
5. Evaluate the confluence of emerging technologies and its innovations in overcoming issues in Banking Techniques.
6. Justify the implications and applicability of digital technologies in the sphere of banking.

Module - 1: Branch Operations and CORE banking 8 Hrs
Introduction and evolution of Technology in banking-
Technological Impact in Banking Operations (different committees)
- Total Branch Automation- CORE Banking - Concept, Opportunities, Challenges & Implementation

Module - 2: Delivery Channels 12 Hrs

Overview of delivery channels – Automated Teller Machine (ATM)
- Phone Banking – Call centers – Internet Banking – Mobile Banking
(USSD, UPI, IMPS, QRcode, BHIM) – Payment Gateways (latest)-
Card technologies (smart card, virtual card)- MICR electronic

clearing. Inter Bank Payment System: Interface with Payment system Network - Electronic Fund transfer - RTGS, - Electronic Money- E Cheques - - SWIFT - Electronic clearing system (debit and credit clearing)

Module - 3: Back Office Operations **12 Hrs**

Bank back office management - Inter branch reconciliation - Treasury Management (Investment management)- FOREX Operations : concepts on quotations, settlements- value today, forward, spot- Risk Management - Knowledge Management (MIS/DSS/EIS) - Customer Relationships Management (CRM) Lending Operations - Trade Operations - User Acceptance Testing- Payment operations (inward, outward, NOSTRO and VOSTRO-accounts concept)

Module - 4: IT infrastructure Management for Banks **12 Hrs**

Data centre Management- data centre basic, architecture, network design, maintenance. Server Management- storage management, application management, information lifecycle, network management, Security management- tools and standards for servers IT service Management- practices, service strategic principles, service design processes, implementation

Module - 5: Contemporary Issues in Banking Techniques **8 Hrs**

Banking Softwares (Major Softwares), Bit Coin, E-Wallet, Crypto Currency - Advantages and Disadvantages- Case studies

Module - 6: Recent Trends in Banking Technology **8 Hrs**

Automations, STP-straight through processing, manual touch points, overview of latest digitization - big data, artificial intelligence and machine learning in banking

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Projects on risk management information system followed in Banks and Insurance Companies
2. Project on Green Banking
3. Comparative analysis on Indian banking system and international banking system

Books for Reference

- ✓ Financial Services Information Systems- Jessica Keyes Auerbach publication; (March 24, 2012)
- ✓ *Kaptan SS & Choubey NS., E-Indian Banking In Electronic Era, Sarup & Sons, New Delhi, 2013.*
- ✓ *Vasudeva E-Banking, Common Wealth Publishers, New Delhi, 2010*
- ✓ *Turban Rainer Potter, Information Technology, John Wiley & Sons Inc, 2012.*
- ✓ *Banking Technology – Indian Institute of Bankers Publication, 2010.*
- ✓ *EMC, Information Storage Management: –Storing, Managing and Protecting Digital Information, Wiley 2009*
- ✓ *Server Management, Best Practices Series – Gilbert Held, Aurebach Publications, 2000.*
- ✓ *Information Life Cycle Management, Stephan R. Kass, Woodhead Publishing, 2006*
- ✓ *Network management - Alexander Clemm, Fundamentals, Cisco Press, 2012*

SEMESTER VI
ELECTIVE- VII: INTERNATIONAL PUBLIC ACCOUNTING
PAPER – III
EL 20 IPA 605: ADVANCED FINANCIAL REPORTING- II

COURSE OBJECTIVES

The students will be able to:

1. Relate the revenue recognition principles and its application as per US GAAP and IFRS.
2. Justify financial accounting and reporting for bonds as well as debt restructuring as per US GAAP and IFRS.
3. Combine the financial accounting and reporting for pensions and post-retirement benefits as per US GAAP and IFRS.
4. Develop the financial accounting and reporting with respect to deferred taxes as per US GAAP and IFRS.
5. Integrate financial accounting and reporting for stockholders' equity as per US GAAP and IFRS.
6. Illustrate the financial accounting and reporting requirements for not-for-profit entities as per US GAAP.

Module I: Revenue Recognition per US GAAP and IFRS

10Hrs.

Revenue recognition: 5-Step approach to Revenue Recognition - Certain Customer's Rights & Obligations - Specific Arrangements - Long Term Construction Contracts - Matching of Revenue & Expenses: Matching principle - Accruals & Deferrals - Adjusting Journal Entries

Module II: Long Term Debt - Accounting & Reporting per US GAAP and IFRS

12 Hrs.

Accounting for bonds - Convertible bonds vs. Bonds with detachable warrants - Bond retirement - Debt Restructuring: Overview of Accounting for Troubled Debt, Impairment of debt, Debt restructuring (settlement, modification of term)

Module III: Pensions - Accounting and Reporting per US GAAP & IFRS **8 Hrs.**

Defined contribution pension plans - Defined benefit pension plans: Pension obligations – Pension plan assets – Net pension expense - Other Post-retirement benefits

Module IV: Income Taxes - Accounting and Reporting per US GAAP and IFRS **10 Hrs.**

Income tax expense: Current income tax expense – Deferred income tax expense - Deferred taxes on balance sheet: Deferred tax assets – Deferred tax liabilities - Specific accounting considerations: Net Operating Losses (NOL) – Investee’s undistributed dividends

Module V: Equity - Accounting and Reporting per US GAAP and IFRS **12 Hrs.**

Common Stock – Preferred Stock – Additional Paid-In Capital – Retained Earnings – Accumulated Other Comprehensive Income – Treasury Stock - Share-based Payments to Employees – Equity Securities Classified as Debt - Presentation of Equity- Earnings per Share (EPS)

Module VI: Not-for-Profit Accounting and Reporting per US GAAP **8 Hrs.**

Not-for-Profit (NFP) Entities: NFP Financial Statements – Contribution Revenue – Specific Accounting Considerations – Colleges and Universities – Voluntary Health and Welfare Organizations – Health Care Organizations

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Evaluate & compare revenue recognition policy followed by companies across different industries.
2. Prepare a bond amortization schedule for bond premium and bond discount and show your analysis in the form of a graph.
3. Research a US issuer which in the recent past has successfully completed debt restructuring, draw parallels to US GAAP standards and present a report on how that was achieved.

4. Research the popular retirement benefit plans in the US and present a summary of their accounting treatment as per US GAAP.
5. Perform a case study analysis on financial statements to understand the book vs. tax differences which result in deferred taxes.
6. Develop an excel model on calculation of EPS and Diluted EPS and demonstrate with examples.
7. Analyze the financial statements of a not-for-profit company and present a report on the differences between accounting for commercial entities and not-for-profit entities.
8. Identify the various stock-based compensation methods and show their accounting.

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Relate the revenue recognition principles and its application as per US GAAP and IFRS.
2. Justify financial accounting and reporting for bonds as well as debt restructuring as per US GAAP and IFRS.
3. Combine the financial accounting and reporting for pensions and post-retirement benefits as per US GAAP and IFRS.
4. Develop the financial accounting and reporting with respect to deferred taxes as per US GAAP and IFRS.
5. Integrate financial accounting and reporting for stockholders' equity as per US GAAP and IFRS.
6. Illustrate the financial accounting and reporting requirements for not-for-profit entities as per US GAAP.

Books for Reference

- ✓ Miles CPA Review Concept Book: Financial Accounting & Reporting, Miles Education
- ✓ Wiley CPA Excel Exam Review Course Study Guide: Financial Accounting and Reporting, John Wiley & Sons
- ✓ IFRS & US GAAP Best Practices in Accounting World: GAAP Analysis, Rajesh Dhawan

- ✓ Transparency in Financial Reporting: A concise comparison of IFRS and US GAAP 1st Edition, Ruth Ann McEwen, Harriman House Ltd.
- ✓ IFRS and US GAAP: A Comprehensive Comparison, Steven E. Shamrock, John Wiley & Sons
- ✓ Wiley GAAP: Interpretation and Application of Generally Accepted Principles, Barry J. Epstein and Ralph Nach, John Wiley & Sons
- ✓ IFRS Simplified with Practical Illustration Part 1 & 2, MrRammohan Bhawe and DrMrs Anjali Rammohan Bhawe, CNBC TV 18

SEMESTER VI
ELECTIVE- VII: INTERNATIONAL PUBLIC ACCOUNTING
PAPER – IV
EL 20 IPA 606: ACCOUNTING FOR SPECIAL TRANSACTIONS
AND GOVERNMENTAL ENTITIES

COURSE OBJECTIVES

The students will be able to:

1. Illustrate financial accounting and reporting for accounting changes and error corrections as per US GAAP and IFRS.
2. Develop the financial accounting and reporting for derivatives and hedging arrangements as per US GAAP and IFRS.
3. Design the financial accounting and reporting for operating and finance leases as per US GAAP and IFRS.
4. Determine the requirements for reporting consolidated financial statements as per US GAAP and IFRS.
5. Integrate financial accounting and reporting for fair value measurements, contingencies, non-monetary exchanges and foreign currency as per US GAAP and IFRS.
6. Illustrate the financial accounting and reporting requirements for state and local governmental entities as per US GAAP.

Module I: Accounting Changes and Error Correction

8 Hrs.

Changes in accounting estimate – Changes in accounting principle –
Changes in reporting entity – Correction of an error

Module II: Derivatives and Hedge Accounting

8 Hrs.

Introduction to Derivatives & Type of Derivatives - Speculation (non-hedge) – Fair value hedge – Cash flow hedge – Disclosures – Embedded Derivatives and Bifurcation

Module III: Lease Accounting & Reporting per US GAAP and IFRS

10 Hrs.

Leases: Overview of leases - Operating Leases - Capital/Finance Leases - Other Lease Accounting Considerations - Sale Leaseback - Subleases

Module VI: Business Consolidation Accounting

12 Hrs.

Business Combinations and Consolidations: Acquisition Method – Non controlling interest – Intercompany transactions – Variable Interest Entities

Module V: Other transactions

10 Hrs.

Fair value measurements: Valuation techniques – Fair value hierarchy – Fair value concepts;

Contingencies: Possibility of occurrence (remote, reasonably possible or probable) – Disclosure vs. Recognition;

Non-monetary exchanges: Exchanges with commercial substance – Exchanges without commercial substance;

Foreign currency: Re-measurement – Translation

Module VI: Governmental Accounting and Reporting per US GAAP

12 Hrs.

Governmental Entities: Fund types (Governmental funds, Proprietary funds, Fiduciary funds) – Modified Accrual Accounting – Inter-fund transactions – Government Financial Reporting

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Perform a financial statement analysis for financial statements of an investment fund (like a pension fund/mutual fund) and understand presentation disclosures related to derivatives.

2. Compare capital lease and operating lease and show the differences in journal entries, presentation of financial statements and disclosures.
3. Review notes to consolidated financial statements of an issuer to understand the subsidiaries consolidated and the accounting principles used for consolidation.
4. Research the ASC code related to non-monetary exchanges, present a summary of the code and the latest developments
5. Analyze any governmental fund financial statements and present your report.

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Illustrate financial accounting and reporting for accounting changes and error corrections as per US GAAP and IFRS.
2. Develop the financial accounting and reporting for derivatives and hedging arrangements as per US GAAP and IFRS.
3. Design the financial accounting and reporting for operating and finance leases as per US GAAP and IFRS.
4. Determine the requirements for reporting consolidated financial statements as per US GAAP and IFRS.
5. Integrate financial accounting and reporting for fair value measurements, contingencies, non-monetary exchanges and foreign currency as per US GAAP and IFRS.
6. Illustrate the financial accounting and reporting requirements for state and local governmental entities as per US GAAP.

Books for Reference

- ✓ Miles CPA Review Concept Book: Financial Accounting & Reporting, Miles Education
- ✓ Wiley CPA Excel Exam Review Course Study Guide: Financial Accounting and Reporting, John Wiley & Sons
- ✓ IFRS & US GAAP Best Practices in Accounting World: GAAP Analysis, Rajesh Dhawan

- ✓ Transparency in Financial Reporting: A concise comparison of IFRS and US GAAP 1st Edition, Ruth Ann McEwen, Harriman House Ltd.
- ✓ IFRS and US GAAP: A Comprehensive Comparison, Steven E. Shamrock, John Wiley & Sons
- ✓ Wiley GAAP: Interpretation and Application of Generally Accepted Principles, Barry J. Epstein and Ralph Nach, John Wiley & Sons
- ✓ IFRS Simplified with Practical Illustration Part 1 & 2, Mr.RammohanBhave and Dr.Mrs Anjali RammohanBhave, CNBC TV 18

SEMESTER VI
ELECTIVE-VIII: BUSINESS ANALYTICS
PAPER - III
EL 20 BA 605: APPLICATION OF BUSINESS ANALYTICS

COURSE OBJECTIVES

The students will be able to :

1. Perform data analytics in MS Excel using tools such as power query and power pivot.
2. Use the key data analysis functions in MS Excel.
3. Connect and combine data sources for data analytics using Power Query in MS Excel.
4. Arrange the data for data analytics using Power Query in MS Excel.
5. Perform descriptive statistics in R and basic data analytics.
6. Use the data visualization through two variable plots, histograms and hypothesis testing in R.

Module I: Using Excel for Data Analytics

10 Hrs.

Excel data analytics tools - Power Query - Power Pivot - Power view - Power Map - Building tips - Display tips - Keyboard shortcuts - Mouse shortcuts - Standardized layouts - Understanding table based and spreadsheet-based layouts - Best practices - Setting data rules and Cleaning data - Format as table - Data cleansing techniques using External Data

Module II: Working with Summing and other Reporting functions in Excel **6 Hrs.**

Summing functions- Introduction to Summing and Aggregate functions - Function wizard - Sum if functions - Using Logic and Look Up Functions - Using Index: Match, Search and Text- based functions in Excel

Module III: Searching and Combining Data with Power Query **8 Hrs.**

Getting started with Power Query - Know the Environment tabs and toolbars - Access new or existing reports - Importing and combining data from databases, web, files - Splitting and aggregating data - Query data from SQL - Working in the Select Part of an SQL Query - Managing SQL commands - Managing Tables

Module IV: Transforming to better data using Power Query **8 Hrs.**

Completing Common Transformation Tasks: Removing duplicate records, Filling blank fields, Concatenating columns, Changing case, Finding and replacing specific text, Trimming and cleaning text, Extracting the left, right, and middle values, Splitting columns using character markers, Pivoting and unpivoting fields - Creating custom columns: Concatenating with a custom column, Understanding data type conversions, spicing up custom columns with functions, Adding conditional logic to custom columns - Grouping and Aggregating Data

Module V: Exploring R **14 Hrs.**

Introduction to R and R Studio components - Read datasets into R - Export data from R - Manipulate and Process Data in R - Use functions and packages in R - Perform descriptive statistics in R - Demonstrate with a Case Study to perform basic analysis in R

Module VI: Graphics in R **14 Hrs.**

Graphical Analysis in R - Simple visualizations, Two variable plots, Histogram - Hypothesis Testing in R - Performing Hypothesis Testing, Student T-Test, ANOVA, Homogeneity of Variance, Chi-Square Test

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Use Ledger balances to prepare year-end financial statements in MS Excel.
2. Obtain information from a webpage such as that of your favourite stock listing and using power query convert into data.
3. For a table of populations, change data types and make other changes in Power Query.
4. Create a linked Excel workbook in PowerPivot and use it in relationships.
5. Import tables into PowerPivot, hide tables and columns and create pivot table and slicer.
6. Present the Titanic set in R to predict the survival of Titanic passengers.

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Perform data analytics in MS Excel using tools such as power query and power pivot.
2. Use the key data analysis functions in MS Excel.
3. Connect and combine data sources for data analytics using Power Query in MS Excel.
4. Arrange the data for data analytics using Power Query in MS Excel.
5. Perform descriptive statistics in R and basic data analytics.
6. Use the data visualization through two variable plots, histograms and hypothesis testing in R.

Reference Books

- ✓ Excel for Dummies; Greg Harvey; Wiley
- ✓ Excel Power Pivot and Power Query For Dummies; Michael Alexander; Wiley
- ✓ Microsoft Excel Data Analysis and Business Modeling, 5th Edition; Wayne Winston; Microsoft Press
- ✓ Excel Data Analysis: Your visual blueprint for creating and analyzing data, charts and PivotTables, 4th Edition; Paul Mcfedries; Wiley
- ✓ Next Generation Excel: Modeling in Microsoft Excel for Analysts and MBAs, 2nd Edition; Isaac D. Gottlieb; Wiley
- ✓ Data Analysis Using SQL and Excel, 2nd Edition; Gordon S. Linoff; Wiley

SEMESTER VI
ELECTIVE- VIII: BUSINESS ANALYTICS
PAPER - IV
EL 20 BA 606: BUSINESS TRANSFORMATION USING AI AND
ANALYTICS

COURSE OBJECTIVES

The students will be able to :

1. Evaluate how Artificial Intelligence (AI) and Analytics are transforming businesses.
2. Evaluate how AI and Analytics are being adopted by various business functions including marketing, finance, HR and IT.
3. Examine the applicability and implications of AI and Analytics in the field of Financial services, banking and insurance as a transforming and disrupting technology.
4. Justify the applicability and implications of AI and Analytics in the field of health care and life sciences as a transforming and disrupting technology.
5. Relate the applicability and implications of AI and Analytics in the field of retail and consumer packaged goods as a transforming and disrupting technology.
6. Compare and contrast the applicability and implications of AI and Analytics in the contemporary exponential technologies landscape -

RPA, drones, autonomous vehicles, cyber-security, crypto currency and IoT.

Module 1: AI and Analytics Strategy for Business Transformation

14 Hrs.

Industrialization of Analytics – Strategic roadmap to adopt Analytics - Building a robust data monetization strategy – Accelerating Decision making with Real-Time Analytics – Analytics as a Service (AaaS) model – Analytics-led Enterprise Transformation – Analytics Impact on shifting budgets for business generation – Improving visibility of startups with Analytics – Models for Enterprise AI Strategy – Leveraging AI for Strategy and Operational Models – How startups can leverage AI - Design Thinking as strategic element for an AI Enterprise.

Module 2: AI and Analytics led Strategic Interventions

12 Hrs.

AI-powered marketing and customer experience strategy – AI and Analytics transforming talent and workforce spectrum – Finance and accounting transformation accomplished by AI – Emerging digital models and IT strategies leveraged by AI and Analytics

Module 3: AI and Analytics in Banking and Insurance

8 Hrs.

Adoption of analytics redefining the banking industry – AI powered financial services – Reorienting customer retention and risk management strategy for banks with AI – The advantage of AI in Fintech Companies - AI-driven transformations in Insurance - Adopting digital based insurance models

Module 4: AI and Analytics in Healthcare and Life sciences

8 Hrs.

AI adoption in Healthcare - Real World Evidence (RWE) based analytics improving treatment outcomes – Personalized medicine – AI in the Life Science industry - Analytics and Genomics

Module 5: AI and Analytics in Retail

8 hrs.

AI powered shopping experience – Emergence of smart customers –

Recommendation engines for personalizing experiences – Evolution of smart retailers –Omni channel experience – Fluid supply chain transformation with AI and Automation – AI and Analytics in Consumer-packaged goods

Module 6: Exponential Technologies Underpinned by Analytics and AI **10 Hrs.**

Beating Cyber- attacks with analytics – Connected car technology reshaping automotive industry – Driverless cars and drones with AI at the core – IOT Analytics – Real-time streaming analytics – Crypto currency Analytics – Chat bots – Redefining the talent landscape in the age of exponential technologies

Skill Development

(These activities are only indicative, the Faculty member can innovate)

1. Present a paper on your understanding of the role of AI and Analytics in business transformation sighting industry examples.
2. Prepare a presentation comparing the pre and the post AI and Analytics era in business marketing, HR, Finance and use of information technology in businesses.
3. Insurance fraud is one of the major issues facing the insurance industry. Present how predictive analytics helps save millions of dollars for the insurance industry by predicting and preventing fraud.
4. Engage in a classroom discussion on whether AI is a boon or a bane for the medical industry and life sciences.
5. Study how Alexa, Google Home, collect information from users and turn the retailer into smart retailers.
6. Study how Tesla, the manufacturer of 100% electric cars has successfully used AI and Analytics to develop a sustainable business and transform the auto industry.
7. Present on the day to day gadgets used by customers that integrate IOT.
8. Present about the benefits and limitations of using chatbots.

9. Engage in classroom discussion about crypto currency including how it rose to popularity, the risks involved and debate on whether the government should impose a ban on trading in crypto currency or not.

COURSE OUTCOMES

After completion of the course, the students should be able to:

1. Evaluate how Artificial Intelligence (AI) and Analytics are transforming businesses.
2. Evaluate how AI and Analytics are being adopted by various business functions including marketing, finance, HR and IT.
3. Examine the applicability and implications of AI and Analytics in the field of Financial services, banking and insurance as a transforming and disrupting technology
4. Justify the applicability and implications of AI and Analytics in the field of health care and life sciences as a transforming and disrupting technology.
5. Relate the applicability and implications of AI and Analytics in the field of retail and consumer packaged goods as a transforming and disrupting technology.
6. Compare and contrast the applicability and implications of AI and Analytics in the contemporary exponential technologies landscape – RPA, drones, autonomous vehicles, cyber-security, crypto currency and IoT.

Reference Books

- ✓ AI and Analytics: Accelerating Business Decisions; Sameer Dhanrajani; Wiley
- ✓ AI, Analytics and the New Machine Age; HBR Ten Best Reads; Harvard Business Review Press

- ✓ Neoskilling for Digital Transformation and the Artificial Intelligence Revolution; S. Ramachandran, Prof. L. Prasad; Wiley
- ✓ Marketing in a Digital & Data World: Getting to know your customer; Walter Vieira, Brian Almeida; Notion Press; 1st Edition
- ✓ Practical Applications of HR Analytics: A Step-by-Step Guide; Manish Gupta, Jatin Pandey, Sage Publications
- ✓ Business Analytics: The Science of Data-driven decision making; U Dinesh Kumar; Wiley
- ✓ Fintech Innovation: From Robo-advisors to goal based investing and gamification ; Paolo Sironi; Wiley Finance Series
- ✓ The Real Business of Blockchain; David Furlonger, Christophe Uzureau; HBR Review Press
- ✓ Amazon: How the World's most relentless retailer will continue to revolutionize Commerce; Natalie Berg, Miya Knights
- ✓ Robotics: What beginners need to know about RPA, Mobile Robots, Artificial Intelligence, Machine learning, Autonomous Vehicles, Speech recognition, Drones and our Future; Neil Wilkins; Bravex Publications
- ✓ IOT Fundamentals: Networking Technologies, Protocols and Use Cases for the Internet of Things; Hanes David, Salgueiro Gonzalo; Pearson