

# **St. Joseph's College of Commerce**

(Autonomous)

163, Brigade Road, Bangalore – 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 Commerce**

(Travel & Tourism)

**Semester V & VI**

*Syllabus w.e.f., 2015 – 2016*

**Academic year 2019-2020**



# **St. Joseph's College of Commerce**

(An Autonomous Institution affiliated to Bangalore University)

Dedicated to Excellence with Relevance

St. Joseph's College, Bangalore 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 accredited to the National Assessment and Accreditation Council (NAAC) with an 'A' grade. In February 2010, the College was recognised 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 Bangalore 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 programmes and programmes.

The College is committed to providing quality education to its students. It offers Bachelor of Commerce and Bachelor of Commerce, a three year Degree under graduate programme, and Master of Commerce and Master of International Business, a two year Post Graduate programme. Highly qualified staff members, excellent

infrastructure of the college like spacious classrooms, good library and computer lab facilities helps to promote academic excellence.

### **GOALS OF THE B.COM PROGRAMME**

1. To provide conceptual knowledge and application skills in the domain of Commerce studies.
2. To provide knowledge and skills in almost all areas of business to be able to meet expectations of business and to handle basic business tasks, thus equipping a student to take up entry – level jobs in different sectors of commerce, trade and industry.
3. To sharpen the students' analytical and decision making skills.
4. To provide a good foundation to students who plan to pursue professional programmes like CA, ICWAI, ACS, CFA and MBA.
5. To facilitate students to acquire skills and abilities to become competent and competitive in order to be assured of good careers and job placements.
6. To develop entrepreneurship abilities and managerial skills in students so as to enable them to establish and manage their own business establishments effectively.
7. To develop ethical Business professionals with a broad understanding of Business from an interdisciplinary perspective.

### **I. ELIGIBILITY FOR ADMISSION:**

Candidates who have completed Two year Pre – University programme 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 Semester. 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 programme in the manner stated above shall not be permitted to take the end semester examination.

### **B.COM PROGRAMME MATRIX, PROGRAMME STRUCTURE & SEMESTER SCHEME OF EXAMINATION:**

Refer page no 7 – 9

### **V. TEACHING AND EVALUATION:**

M.Com/MBA/MFA/MBS graduates with B.Com, B.B.A & BBS as basic degree from a recognized university are only eligible to teach and to evaluate the subjects including part – B subjects of III and IV semesters (except languages, compulsory additional subjects and core Information Technology related subjects). Languages and additional subjects shall be taught by the graduates as recognized by the respective Board of Studies.

### **VI. 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 MID TERM TEST for 20 marks 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 for an aggregate of 10 marks. Each

teaching faculty is required to maintain a record of the Continuous Internal Assessment.

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.

#### VII. MINIMUM FOR A PASS:

An UG student has to get a minimum of 40% marks in the ESE (28 on 70) and 40% aggregate in CIA & ESE (40 on 100) for a pass in each subject. The minimum SGPA to qualify for the B.Com degree is 4.00 and a pass in all subjects.

#### VIII. 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.

- i. Credits - Credits are assigned to subjects based on the following broad classification

Subject category	Instruction hrs / week	Credits
Languages	3 hrs	2
Major Core	4 hrs	3
Major Optional	4 hrs	4
Allied Required	4 hrs	3
Open electives	4 hrs	3

- ii. 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

- iii. 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.

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

Minimum SGPA for a pass is 4.00.

If a student has not passed in a subject or is absent then the SGPA is not assigned.

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

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

## IX. PATTERN OF QUESTION PAPER:

**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
		<b>Total</b>	<b>70 Marks</b>

## X. 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.



**COURSE MATRIX**  
**B.COM – TRAVEL & TOURISM COURSE**  
**CHOICE BASED CREDIT SYSTEM**  
**SEMESTERS**

Content	I	II	III	IV	V	VI	TOTAL
<b>Part A : Languages</b>							
English and Business Comm.	2 hrs/ 2cr	2 hrs/2cr	2 hrs/2cr	2 hrs/ 2cr	-	-	
Language	2 hrs/ 2cr	2 hrs/2cr	2 hrs/2cr	2 hrs/ 2cr	-	-	
I	4 Cr	4 Cr	4 Cr	4 Cr	-	-	16
<b>Part B: Core Subjects</b>							
Content	I	II	III	IV	V	VI	TOTAL
Major Core 4hrs/ 3cr	<ul style="list-style-type: none"> <li>• Financial Accounting</li> <li>• Principles of Management</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Accounting</li> <li>• Business and Company Law</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Tourism Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Cost Accounting</li> <li>• Human Resource Management</li> </ul>	<ul style="list-style-type: none"> <li>• Income Tax-I</li> <li>• Management Accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Income Tax-II</li> <li>• Operations Research</li> <li>• Banking and Insurance</li> </ul>	
Allied Required 4hrs/ 3cr	<ul style="list-style-type: none"> <li>• Economics of Tourism</li> <li>• Fundamentals of the Tourism Industry</li> </ul>	<ul style="list-style-type: none"> <li>• Business Statistics</li> <li>• Geography in Travel Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Agency &amp; Tour Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Transport Management</li> </ul>	<ul style="list-style-type: none"> <li>• Airfare and Ticketing</li> </ul>	<ul style="list-style-type: none"> <li>• Air Cargo and Logistics Management</li> </ul>	
Major Optional 4hrs/ 4cr	NA	NA	NA	NA	<ul style="list-style-type: none"> <li>• Elective 1</li> <li>• Elective 2</li> </ul>	<ul style="list-style-type: none"> <li>• Elective 3</li> <li>• Elective 4</li> </ul>	
Open Electives 4Hrs/3 Crs	NA	NA	4hr/3Cr (as per the list given)	4hr/3Cr (as per the list given)	-	-	
Skill based Major 4 hrs/ 4cr	-	-	-	-	Subject / Elective Skill based paper	-	
II	12 Cr	12 Cr	12 Cr	12 Cr	21 Cr	20 Cr	89
<b>Part C: Foundation, skill development, interdisciplinary &amp; Sports</b>							
HRD	1 hr/1 Cr	1 hr/1 Cr	-	-	-	-	
IC	-	2 Cr	-	-	-	-	
EVS	-	-	-	2 Cr	-	-	
Internship	-	-	-	1 Cr	-	1 Cr	
Skill Development	Certificate Course - 60 Hrs/2 Cr.			1 Cr Excel		Advance Excel - 1 Cr	
	Tally - 1 Cr						
Field Visit			1 Cr				
III	2 Cr	5 Cr	1 Cr	4 Cr		2 Cr	14
<b>Part D: Extension and extracurricular activities</b>							
Extension/Extra							
Curricular & Others		1 Cr		1 Cr		1 Cr	
IV		1 Cr				1 Cr	02
Total	18 Cr	22 Cr	17 Cr	21 Cr	21 Cr	23 Cr	122

**BB.COM – TRAVEL & TOURISM PROGRAMME STRUCTURE  
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		
C2 15 MC 501	Income Tax - I	04	30	70	100	03
C2 15 MC 502	Management Accounting	04	30	70	100	03
C2 15 MC 503	Airfare and Ticketing	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
	<b>Total</b>	<b>24</b>	<b>180</b>	<b>420</b>	<b>600</b>	<b>21</b>

**SEMESTER – VI**

Subject Code	Title of the Paper	Lecture Hrs per week	Marks		Total Marks	Grade/ Credits
			CIA	ESE		
C2 15 MC 601	Income Tax-II	04	30	70	100	03
C2 15 MC 602	Operations Research	04	30	70	100	03
C2 15 MC 603	Air Cargo and Logistics Management	04	30	70	100	03
C2 15 MC 604	Banking and Insurance	04	30	70	100	03
	Elective Paper-III	04	30	70	100	04
	Elective Paper-IV	04	30	70	100	04
	<b>Total</b>	<b>24</b>	<b>180</b>	<b>420</b>	<b>100</b>	<b>20</b>

*CIA – Continuous Internal Assessment*

*ESE – End Semester Exam*

## FOUNDATION PROGRAMMES

Sem No.	Subject Code	Title of the Paper	Lecture Hrs per week	Grade/ Credits
V	FSD 15 501	Advanced Excel	1	1
VI	FSD 15 403	Corporate Internship		1

### GROUP OF ELECTIVES

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

<b>ELECTIVE- II: FINANCE</b>		
PAPER I	EL 15 FN 504	Advanced Financial Management
PAPER II	EL 15 FN 505	Financial Institutions and Markets
PAPER III	EL 15 FN 605	International Finance
PAPER IV	EL 15 FN 606	Security Analysis & Portfolio Management
PAPER V	SB 15 FN 506	Financial Modeling.

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

<b>ELECTIVE- IV: MARKETING MANAGEMENT</b>		
PAPER I	EL 15 MK 504	Consumer Behaviour
PAPER II	EL 15 MK 505	Retail and Logistics Management
PAPER III	EL 15 MK 605	Integrated marketing Communication
PAPER IV	EL 15 MK 606	Digital Marketing
PAPER V	SB 15 MK 506	Customer Relationship Management (SAP)

<b>ELECTIVE- V: INTERNATIONAL BUSINESS</b>		
PAPER I	EL 15 IB 504	Fundamentals In International Relations
PAPER II	EL 15 IB 505	International Business
PAPER III	EL 15 IB 605	Global Financial Management
PAPER IV	EL 15 IB 606	International Marketing
PAPER V	SB 15 IB 506/507	French/Spanish Language

<b>ELECTIVE- VI: BANKING AND INSURANCE</b>		
PAPER I	EL 15 BK 504	Bank Management
PAPER II	EL 15 BK 505	Principles and Practise of Insurance
PAPER III	EL 15 BK 605	Risk management
PAPER IV	EL 15 BK 606	Bank Technology Management
PAPER V	SB 15 BK 506	Bank Branch Management

## **Outcome Based Education (OBE)**

### **B.Com (Travel and Tourism)**

#### **Program Educational Objectives (PEO)**

Our **B.Com (Travel and Tourism)** program will produce graduates who are:

1. competent, creative, and highly valued professionals and executives in the industry, academia or the 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 act with global, ethical, societal, ecological and commercial awareness as is expected of practicing accounting / management professionals and to adapt to a rapidly changing hospitality and tourism industrial environment
4. able to display/ possess professional competence to pursue higher studies, research, life-long learning for continuous growth and development
5. socially responsible and value driven citizens, committed to sustainable development

#### **Programme Outcomes (PO):**

After the completion of the B.Com Programme, the student will be able to:

PO1 - demonstrate an understanding of every dimension of business environment to predict the character of future business environment

PO2 - propose and implement appropriate decisions in all areas of business management especially finance, marketing, human resource and operations

PO3 - demonstrate the diverse knowledge of business, corporate laws and their applicability in business, finance and audit

PO4 - apply the competencies and creativity required to undertake entrepreneurship as a desirable and feasible career option

PO5 - develop broad-based business skills and knowledge, development of general and specific capabilities to meet the current and future expectation of the business and industry, economy at the national and global level.

PO6 - fulfil educational entrance requirements of relevant provisional bodies and enable him/her to devise a career plan in professional accounting.

PO7 - plan, organise, co-ordinate, direct and control both business enterprise and non – governmental organisations

PO8 - appreciate significance of sustainable development practices

PO9 - achieve higher levels of proficiency and self-actualization through the pursuit of life-long learning

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

### **Program Specific Outcomes (PSOs)**

PO11 - demonstrate adequate preparation for career development through a solid foundation in the tourism and hospitality industry

PO12 - demonstrate knowledge of multicultural perspectives to meet the needs of the tourism industry

**SEMESTER – V**  
**C2 15MC 501 -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 CTDT and types of assessment of individual assessee.
2. Define the terms right from year to Non Agricultural income connected with assessment of income tax of an individual assessee.
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. 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 an Individual assessee after taking into consideration of deduction U/S 24.

**Module – 1: Introduction**

**6 Hrs**

Brief history of Income Tax – Legal Framework – Cannons 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**

**2 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** **8 hrs**

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

**Module – 4: Residential Status & Incidence Of Tax** **4 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** **25 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** **15 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 incomes)

### **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 right from year to Non-Agricultural income connected with assessment of income tax of an individual assessee.
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 an Individual assessee after taking into consideration of deduction U/S 24.

### **Books for Reference:**

- ❖ *B. B. Lal: Direct Taxes, Konark Publisher (P) Ltd.*
- ❖ *B. S. Raman: Income Tax.*
- ❖ *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 Bhavan Publication.*
- ❖ *Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann Publication.*
- ❖ *Gaur & Narang: Income Tax*

**SEMESTER – V**  
**C2 15MC 502- MANAGEMENT ACCOUNTING**

**COURSE OBJECTIVES:**

The students will be able to

1. Describe the role of a Management Accountant in the present scenario.
2. Evaluate the financial statement analysis for strategic decision making of firm.
3. Examine the solvency, turnover/performance and Liquidity of a business by using Benchmark ratios.
4. Analyze the magnitude and pattern of sources and Application of fund under different head of account
5. Analyze the magnitude and pattern of inflow and outflow of cash within the IFRS framework.
6. Examine the contemporary concepts in Costing and its appropriateness in usage in the present state of affairs.

**Module – 1 : Introduction**

**6 Hrs**

Meaning – Nature and Scope of Management Accounting – Relationship between Financial Accounting – Cost Accounting and Management Accounting – Role of Management Accountant in the Present Scenario.

**Module – 2: Financial Statement Analysis**

**8 Hrs**

Meaning and concept of Financial Analysis – Types of Financial Analysis – Methods of Financial Analysis – Problems on Comparative statements – Common Size statements – Trend Analysis.

**Module – 3: Ratio Analysis****12 Hrs**

Meaning – Utility and limitations – Classification of Ratios – Calculation and interpretation of Solvency – Turnover – Profitability & Liquidity ratios.

**Module – 4: Funds Flow Analysis****12 Hrs**

Meaning – Concept of Fund and Funds Flow Statement – Uses and significance of fund flow Statement – Procedure for preparing FFS – Schedule of changes in working capital – Statement of sources and application of funds.

**Module – 5: Cash Flow Analysis****12 Hrs**

Meaning and Concept – Comparison Between Fund Flow and Cash Flow Statements – Uses and significance of CFS – Preparation of Cash Flow Statement as per Accounting Standards.

**Module – 6: Budgetary Control****10 Hrs**

Meaning – Need – Objectives and Functions – Advantages and Limitations – Classification – Preparation of Cash, Sales and Flexible Budget only.

**Skill Development:**

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

1. Collection of Financial Statements of any one organization for two years.
2. Calculation of ratios based on the above financial statement: Profitability ratios – Gross Profit ratio, Net Profit ratio, ROCE, Current Ratio, Liquid Ratio.
3. Preparation of Funds Flow/Cash Flow Statements with imaginary figure as per Accounting Standards.
4. Draft an imaginary Management Report.
5. Preparation of trend charts of a company of your choice.

## **COURSE OUTCOMES:**

After completion of the course the students will be able to

1. Illustrate the role of a Management Accountant in the present scenario.
2. Evaluate the financial statement analysis for strategic decision making of firm.
3. Examine the solvency, turnover/performance and Liquidity of a business by using live data.
4. Evaluate the magnitude and pattern of sources and Application of fund under different head of account
5. Evaluate the magnitude and pattern of inflow and outflow of cash within the IFRS framework.
6. Justify the usage of contemporary concepts in Costing as particular type of situation/case warrants in the present state of affairs.

## **Books for Reference:**

- ❖ *Dr . S. N. Maheswari: Management Accounting.*
- ❖ *M. Pandey: Management Accounting.*
- ❖ *J. Made Gowda: Management Accounting.*
- ❖ *Jain & Narang: Cost and Management Accounting.*
- ❖ *M. A. Sahab: Management Accounting.*
- ❖ *Prabhakara Rao: Management Accounting.*
- ❖ *R. S. N. Pillai & Bagavathi: Management Accounting.*
- ❖ *Sharma & Shashi Gupta: Management Accounting.*
- ❖ *Vinayakam: Management Accounting Tools and Techniques*

**SEMESTER – V**  
**C2 15 MC 503 - AIRFARE AND TICKETING**

**COURSE OBJECTIVES:**

Students should be able to

1. Use knowledge of world geography to sell destinations and plan efficient customer itineraries
2. Compute Fare keeping in view of Understanding the parts of Journey– Transfer, Stopover, No Stopover - OW Journey Calculation– EMA, EMS, HIP – Round/Circle Trip -Special Fares
3. Interpret the reading E-Ticket and EMD (Specified and unspecified) – Consolidator Fares – Billing and Settlement Plan Procedures.
4. Use the Computer Reservation System Galileo/Amadeus- Sign in/ Sign off- Decoding and Encoding to interpret the Booking File/PNR creation-Cancel an Itinerary and reading of E ticket.

**Module – 1: IATA Geography and Fare Level** **6 Hrs**

Physical World Geography - IATA Geography – IATA Areas and Sub-Areas – City, Country Code – Types of journey (One way, Round/Circle Trip, Round the world, Open Jaw) – Fare types and levels – Fare conversation and Rounding - Carrier Fares Selection (Revised)

**Module - 2: Fare Calculation** **18 Hrs**

Introduction to fare formula– Understanding the parts of Journey– Transfer, Stopover, No Stopover - OW Journey Calculation– EMA, EMS, HIP – Round/Circle Trip -Special Fares – Interpreting Special/ Promotional fares rules and regulation.

**Module - 3: E-Ticket and Reissuance** **6 Hrs**

Understanding and reading E-Ticket and EMD (Specified and unspecified) – Consolidator Fares – Billing and Settlement Plan Procedures.

## **Module-4: Computer Reservation Tool**

**30 Hrs**

Computer Reservation System Galileo/Amadeus- Sign in/ Sign off- Decoding and Encoding- Time Table-Availability-Booking File/ PNR creation-Cancel an Itinerary-Special Service Requirement-Seat Request-Mileage Membership-Queues-Fares-Divide a booking file-understand and issuance and reading e-ticket – General booking entries on Room and Hotel.

### **Skill Development:**

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

1. Prepare Travel itinerary for various sub Area of the world.
2. Make a checklist of questions and information needed from passengers.
3. Make list of common passenger request and the standard codes need to request them through a passenger's PNR.
4. Internship in the travel agency.

### **COURSE OUTCOME:**

After completion of the course the students will be able to

1. Use knowledge of world geography to sell destinations and plan efficient customer itineraries
2. Compute Fare keeping in view of Understanding the parts of Journey– Transfer, Stopover, No Stopover - OW Journey Calculation– EMA, EMS, HIP – Round/Circle Trip -Special Fares
3. Interpret the reading E-Ticket and EMD (Specified and unspecified) – Consolidator Fares – Billing and Settlement Plan Procedures.
4. Use the Computer Reservation System Galileo/Amadeus- Sign in/ Sign off- Decoding and Encoding to interpret the Booking File/PNR creation-Cancel an Itinerary and reading of E ticket.

### **Books for Reference:**

- ❖ *Passenger Air Traffic – IATA*
- ❖ *IATA Foundation Book – IATA Montreal Canada*

**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)*

1. Analysis of a real time case of consolidation – Holding Company and Subsidiary company (based on a published report)

2. 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 IndAS 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**

IFRS2, IndAS 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 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 should 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.

**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 12 Hrs**

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.Khcm.Jain: Management Accounting and Financial Analysis.*
- ❖ *Prasanna Chandra: Financial Management.*
- ❖ *S.N.Maheshwari: Financial Management Principles and Practices.*
- ❖ *Sharma &Sharshi Gupta: Financial Management.*
- ❖ *V.Pattabhi Ram &S.D.Bala: Management Accounting and Financial Analysis.*

# EL 15 FN 505: FINANCIAL INSTITUTIONS AND MARKET

## 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, 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 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.

**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*

# **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:**

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:**

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:**

Preparing common size statements- Excel in Accounting directly from Trial Balance Forecasting Analyzing Financial Statements by using-Financial Statements using Excel spread sheet model. Determining Project Viability -Excel in Project Appraisal Simulation in Project Appraisal- Risk Analysis in Project Appraisal

### **Module – 4:**

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:**

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: Suppliers in IMC**

**6 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 1924 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: Major 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. (An HR Perspective)

**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      12 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 programmes-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 Counselee -Principlesof 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 1924 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 counselor

**Books for Reference:**

- ❖ *Naseer Elhahi- Industrial Safety Management-Kalpaz Publication, New delhi.*
- ❖ *Bernardin-Tata McGraw- Human Resource Management- Hill Education, 2007*
- ❖ *BhagdiwalFlippo: 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 .etal. Human Resource Management - Gaining Competitive Advantage.*
- ❖ *Irwin McGraw Hill.*
- ❖ *Sharma, A. M.: Industrial Relations.*

**SEMESTER – V**  
**SKILLED BASED PAPER (ELECTIVE)**  
**ELECTIVE-III: HUMAN RESOURCE MANAGEMENT**  
**PAPER-V**

**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 ProgramsHRD 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 – Computerized 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 CollectivismQC: Meaning-Organizational Structure of Quality Circles-Merits and demerits of quality circles Alternative work arrangementsQuality 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 programme 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:**

- ❖ *Beanchamp Tom L: Ethical Theory and Business, Prentice Hall. <sup>TM</sup><sup>TM</sup>*  
*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.*
- ❖ *Subba Rao 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.



**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 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 behaviour – 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 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

**Books 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 & Leslve Lazer Kanuk: Consumer Behaviour; 6th Edition; Phi, New Delhi, 2000.*
- ❖ *Satish K Batra & SHH Kazmi: Consumer Behaviour, Text and Cases. TM 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

### **Books 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** **10 Hrs**

ICSSService- 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, Dash board 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 Organizations – NAFTA, SAARC, BRICS & ASEAN - International Trade Centre - EU trade policy - FEMA – 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-Divine Liberalism -origin of liberal theory-Neoliberal Institutionalism-Prisoner's dilemmaRadicalism-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.

**Books 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 Pot. 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**

**10 Hrs**

Factors of production: Land, Labor & 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 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.

**Books 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*

**PAPER-V**  
**SB 15 IB 506: FRENCH**  
**SEMESTER – V**  
**SKILLED BASED PAPERS (ELECTIVE)**  
**ELECTIVE–V: INTERNATIONAL BUSINESS**  
**PAPER-V**  
**SB 15 IB 507: SPANISH**  
**SEMESTER – V**  
**ELECTIVE – VI: 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

**Books 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, New Delhi, Criterion Publication 1989*
- ❖ *Gupta L.C Controlling Corporate Sickness – lessons 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 – VI: 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-  
RiskManagement & Commercial Insurance-Health Insurance -  
Catastrophe Insurance-Liability Insurance-Micro Insurance & Credit  
Insurance – Reinsurance-Corporate Governance & Corporate Social  
Responsibility-Banc 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.

**Books 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–VI: 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.

**COURSE OUTCOMES:**

After completion of the course 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.

**SEMESTER - VI**  
**C2 15MC 601 – 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 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 gains 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**

(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 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:**

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

**SEMESTER - VI**  
**C2 15 MC 602- OPERATIONS RESEARCH**

**COURSE OBJECTIVES:**

The students will be able to

1. Describe the nature and scope of OR models and its applications on Business decision making.
2. Develop linear programming models by using graphs for maximization and minimization objectives and interpret such solutions.
3. Solve Transportation problems for business decision making and interpret such solutions.
4. Solve assignment problems for business decision making and interpret such solutions.
5. Compare and contrast different Queuing models and its applicability on arriving at business solutions
6. Solve business problems by using Monte –Carlo technique

**Module – 1: Introduction to Operation Research** **4 Hrs**

Origin, Definitions, features, methodology, OR Models & Techniques, scope, limitations.

**Module – 2: Introduction to Linear Programming** **12 Hrs**

Introduction – Construction of the LP Model - Graphical LP Solution – Solution of maximization and minimization model (problems relating to product mix, media selection, fund allocation, work-shift allocation)

**Module – 3: The Transportation Problem** **16 Hrs**

Definition of the Transportation model – the Transportation Method – Linear Programming Formulation of the Transportation

Problem – Methods of finding Initial solution – North-West Corner Method – Least Cost Method – Vogel’s Approximation Method – Test for Optimality – MODI Method -Economic Interpretation of  $U_i$ ’s and  $V_j$ ’s, (special cases on prohibited routes, unbalanced and maximization).

**Module – 4: The Assignment Problem** **10 Hrs**

Introduction – Mathematical Statement of the problem – Solution Methods of Assignment Problem – Enumeration Method – Transportation Method – Hungarian Method- (problems on travelling sales-men and crew assignment problems).

**Module – 5: Queuing Theory** **6 Hrs**

Introduction – Features – Service system – Components of queuing system - Different queuing models – Problems on single- Server queuing model only.

**Module – 6: Simulation** **12 Hrs**

Meaning –Definition –Characteristics –Steps of simulation process

Basic probability concepts -Random numbers – Problems using Monte –Carlo technique.

**Skill Development:**

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

1. Supply chain applications.
2. Job assignment in travel industry.
3. Identifying the problems relating to tourism industry

**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 on Business decision making.

2. Develop linear programming models by using graphs for maximization and minimization objectives and interpret such solutions.
3. Solve Transportation problems for business decision making and interpret such solutions.
4. Solve assignment problems for business decision making and interpret such solutions.
5. Compare and contrast different Queuing models and its applicability on arriving at business solutions
6. Solve business problems by using Monte –Carlo technique

**Books for Reference:**

- ❖ *Budnik, Frank S Dennis Mcleavvey& 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.*
- ❖ *TahaHamdy: Operations Research, Prentice Hall of India*

**SEMESTER - VI**  
**C2 15 AR 603- AIR CARGO AND LOGISTICS**  
**MANAGEMENT**

**COURSE OBJECTIVES:**

Students should be able to

1. Illustrate the role of Air Cargo Agency with Airline under the regulatory frame work of International Federation of Freight Forwarders Associations and IATA Cargo Agent.
2. Categorize Air Craft structure and apply the procedure of Aircraft Handling accordingly.
3. Examine basic Air Cargo rating system and justify Air way Bill in relation with Tariff, Weight Volume and Value.
4. Differentiate the concept of Business Logistics, International Logistics, Supply Chain Management and International Supply Chain Management.
5. Select the appropriate Mode of Transport, Vessels Used in Ocean Shipping, Airfreight, Export Documentation, level of inventory, International packaging, Storage facilities, Centralized or Decentralized Logistics management as per the merit of case.

**Module – 1: Air Cargo Agency an Introduction** **8 Hrs**

International Federation of Freight Forwarders Associations – Introduction – History and Organization – Objectives – IATA Cargo Agent – How to become an IATA Cargo agent – Rights and Obligation – Relation between Cargo Agent and the Airlines – Services – Consolidator – Rate Structure – Break Bilk Agent – Documents required for transportation by Air.

**Module – 2: Aircraft Handling** **15 Hrs**

Aircraft Structure – Categories – Configuration – Aircraft Layout – Payload/Traffic Load – Weight/Volume Limitation–Aircraft

handling facilities – Cargo Terminal Facilities – Cargo booking procedure – Special Cargoes (Dangerous goods/Live Animals/Valuable cargo/Perishable cargo/Wet Cargo/Human Remains)

**Module – 3: Air Cargo Rating**

**20 Hrs**

Rating systems – Air Cargo Tariff – Rounding (Currency/ Weight/ Size) – Volume weight – Chargeable weight – General Cargo Rates(GCR) – Specific Cargo Rates (SCR) – Class Rate – Lower charge in higher weight category – Valuation Charges – Airway bill.

**Module – 4: Logistics introduction**

**5 Hrs**

Introduction to Logistics -Definitions of International Logistics, Reasons of Implementation of Logistics, Phases of Movement of Material, Concepts of Business Logistics, Introduction to Supply Chain Management, International Supply Chain.

**Module – 5: Logistics Management**

**12 Hrs**

Mode of Transport – Factors to be considered for choosing mode of transport, Transportation Infrastructure, Vessels Used in Ocean Shipping, Airfreight, Export Documentation - Factors that decide level of inventory, International packaging issues, Storage facilities, Centralized Logistics management, Decentralized Logistics Management, Outsourcing Logistics, Logistics and Security, Logistics and Environment.

**Skill Development:**

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

1. List and analyze how the Consignee save by using the services of a consolidator and earn on the shipment?
2. List the Cargo terminal facilities including the storage in Bangalore Airport and compare this with London Airport. (any of the Airport in the city)
3. Analyze the different class levels and acceptance of Dangerous Goods

## **COURSE OUTCOMES:**

After completion of the course the students will be able to

1. Relate the role of Air Cargo Agency with Airline under the regulatory frame work of International Federation of Freight Forwarders Associations and IATA Cargo Agent.
2. Categorize Air Craft structure and apply the procedure of Aircraft Handling accordingly.
3. Interpret basic Air Cargo rating system and justify Air way Bill in relation with Tariff, Weight Volume and Value.
4. Integrate the concept of Business Logistics, International Logistics, Supply Chain Management and International Supply Chain Management.
5. Match the appropriate Mode of Transport, Vessels Used in Ocean Shipping, Airfreight, Export Documentation, level of inventory, International packaging, Storage facilities, Centralized or Decentralized Logistics management as per the merit of case.

## **Books for Reference:**

- ❖ *Global Cargo Management: Concept, Typology, Law and Policy book description by Premnath Dhar, Kanishka Pub*
- ❖ *Cargo Management: An International Perspective by Surabhi Srivastava Manoj Dixit, New Royal Book Company, UP*
- ❖ *Air Cargo tariff manual published by IATA*
- ❖ *IATA live animals regulation manuals published by IATA*

## SEMESTER - VI

### C2 15 AR 604- BANKING AND INSURANCE

#### COURSE OBJECTIVES:

Students should be able to

1. Describes the role and functions of RBI and Commercial Banks in the banking structure of India
2. Compare and contrast pros and cons of each negotiable instruments
3. Illustrate the role and functions of a banker from the perspectives of customer and other banks
4. Examine the implications of digital innovations in banking in the context of Electronic Fund Transfer(EFT)
5. Compare and contrast the pros and cons of the insurance products offered under non-life policies
6. Illustrate the role actuary in insurance in the context of risk management and control

#### **Module – 1: Classification of Banks**

**8 Hrs**

Regulatory Authority – RBI Quantitative and qualitative credit control measures (in detail) Risk Management in Banking (Basel Accords)

Functions of Commercial banks, Classification of Banks, Types of Banks- Branch, Module, Investment (Development), Universal(Mixed)Banking, Islamic Banking.

#### **Module – 2: Negotiable Instruments**

**10 Hrs**

Essential Characteristics of Negotiable Instruments, Its Types- Promissory note, Bills of Exchange, Cheque-(meaning and features), Travelers - cheque and its importance. Bearer cheques, Crossed cheques, Types of Crossing and Opening of Crossing, Demand draft, Parties to a Negotiable Instrument.



### **Module – 3: Role of a banker**

**12 Hrs**

Paying & Collecting Banker- Their Duties - Precautions to be taken by a Paying banker, Suitable replies to dishonored cheques. Conversion by Collecting banker Principles of sound lending, Modes of creating charge (Lien, Pledge, Hypothecation, Mortgage and its types, Assignment).

Non-Performing Assets.

### **Module – 4: Innovation in Banking**

**10 Hrs**

Internet banking-Mobile Banking-Total branch computerization-Centralized banking- Electronic fund transfer-RTGS - Electronic money- E-cheques. Card transactions (Types of Card), KYC. SWIFT, NEFT, IMPS, Payment Banks.

### **Module – 5: Introduction to Insurance**

**16 Hrs**

Evolution and features of insurance (life and general) – Principles of insurance-Classification of insurance–Life Insurance- Different plans of Life Insurance –General insurance -Policies (meaning & type) Double insurance and Reinsurance– Meaning -- Special terminologies related to insurance – Insurable interest, Ceding company, Insurer, Insured, Peril, Hazard, Bank assurance.

Insurance agent and Travel Insurance - Meaning – Types of agents – Eligibility to register as an agent– rights and Duties / functions – Travel Insurance and Types of travel insurance coverage.

### **Module – 6: Risk Management and Control**

**4 Hrs**

The concept of risk – Uncertainty –Types of risks – Underwriting– Meaning–process of underwriting of policies. Role of an Actuary In Insurance

#### **Skill Development:**

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

1. List latest customer services offered by at least 2 banks of your choice.

2. Prepare a project report for obtaining bank loans for study abroad.
3. List online services available for a tourist from banks and insurance companies.
4. List any two-new policy offers for a tourist from private insurance companies.
5. Visit a bank and collect the specimen slips of account opening form, pay in slip, traveler's cheque and money transfer slip

### **COURSE OUTCOMES:**

After completion of the course the students will be able to

1. Describes the role and functions of RBI and Commercial Banks in the banking structure of India
2. Compare and contrast pros and cons of each negotiable instruments
3. Illustrate the role and functions of a banker from the perspectives of customer and other banks
4. Examine the implications of digital innovations in banking in the context of Electronic Fund Transfer(EFT)
5. Compare and contrast the pros and cons of the insurance products offered under non-life policies
6. Illustrate the role actuary in insurance in the context of risk management and control

### **Books for Reference:**

- ❖ *Sundaram & Varshney: Theory & Practice of Banking.*
- ❖ *Maheswari & Paul. R. R: Banking Theory and Law and Practice.*
- ❖ *Shekar & Shekar: Theory and Practice of Banking.*
- ❖ *Dr. N. Premavathy: Principles and Practice of Insurance*

**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 computerized 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, Computerized audit programmes.

**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.

### **Books 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*

**SEMESTER –VI**  
**ELECTIVE – I: ACCOUNTS**  
**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, Harmonization 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.

**Books 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](http://www.gri.com), [www.integratedreporting.org](http://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.

### **Books 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 financialAnalysis.*
- ❖ *Mittal: International Rate foreign exchange Tariff Policy.*
- ❖ *Srivastava: International Finance.*
- ❖ *MooradChoudhry: Bond and Money Markets : Strategy, Trading, Analysis*
- ❖ *V.Pattabhi Ram & S.D. Bala: Management Accounting and Financial Analysis.*

**SEMESTER –VI**  
**ELECTIVE II: FINANCE**  
**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

## **Books for Reference:**

- ❖ *Avadhani: Security Analysis & Portfolio Management*
- ❖ *Bhalla : Security Analysis & Portfolio Management*
- ❖ *Fisher & Jordan : Security Analysis & Portfolio Management*
- ❖ *Prasanna Chandra : Managing Investments*
- ❖ *PunithavathyPandian: 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.

**Books for Reference:**

- ❖ *Milkovich&Newman, Compensation, McGraw Hill.*
- ❖ *T.J. Bergman, Compensation Decision Making, Harcourt, Fort Worth, 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*

**SEMESTER –VI**  
**ELECTIVE–III: HUMAN RESOURCE MANAGEMENT**  
**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: Expatriate 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 Expat 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.

**Books 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, HoughtonMifflin Co.*
- ❖ *Ian Beardwell & Len Holden: Human Resource and Personnel Management, MacMillan.*

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

**COURSE OBJECTIVES:**

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.

**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** **15Hrs**

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 – MediaTools** **12 Hrs**

Media Planning & Strategy – Media Channels and ChannelFactors – Comparison of various Media– Media Selection– Media Mix -Media Buying, Strategies and Execution;Interactive Marketing – Online Advertng – Social MediaNetworks – Media Spiralling – Alternate Marketing and MediaVenues.

**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 Programme - 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.

**Books 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 & Celch, Advertising and Promotions - Tata Mcgrew Hill 2001*
- ❖ *Duncon, Integrated Marketing Communications –TMH*
- ❖ *Bowee, Hill, Dowell, Wood: Advertising Excellence.*
- ❖ *Chunawalla& K. C. Sethia: Foundations of Advertising, Theoryand Practice, Himalaya Publishing House.*

**SEMESTER –VI**  
**ELECTIVE – IV: MARKETING MANAGEMENT**  
**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**

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 IndiaPPC (Pay per Click) Advertising- Google AdWords and Google AnalyticsUnderstanding 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 ResultsDigital 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.

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

#### **Books for Reference:**

- ❖ *Deepak Bansal , A Complete Guide To Search Engine Optimization, B.R Publishing Corporation, Ist 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: International Law**

**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.

#### **Skill Development:**

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

1. Read any two related international treaties and 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.

- 4 Illustrate the issues and challenges of options of cross border Mergers and Acquisitions.
- 5 Describe the needs and benefits of IFRS as global accounting standard for MNCs
- 6 Justify the implications of International court of Justice and International Law including the SEBI code 2011 for takeover.

**Books 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.*

**SEMESTER –VI**  
**ELECTIVE–V: INTERNATIONAL BUSINESS**  
**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 and 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

### **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.

### **Books for Reference:**

- ❖ *Francis Cherunilum "International Marketing" Himalaya Publishing House.*
- ❖ *Joshi Rakesh Mohan " International Marketing" OxfordUniversity 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 RL & 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**

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 Riskmanagementstrategies, Personalriskmanagement, Riskcontrol 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.

**Books for Reference:**

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

- ❖ *Arnaud de Servigny, Olivier Renault (2004), Measuring and Managing Credit Risk", McGraw Hill, NJ*
- ❖ *Robin Kendall (1988): Risk Management for Executives, A practical Approach to Controlling 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*

# EL 15 BK 606: BANK TECHNOLOGY MANAGEMENT

## COURSE OBJECTIVES:

The students will be able to

1. Describe the Technological impact, opportunities, challenges and implementation of Technology in Banking operations.
2. Compare and contrast the different types of Delivery Channels in Banking Operations.
3. Examine the various components of Bank Back Office Management in the context of Treasury management, Risk management, Net working, MIS and CRM.
4. Examine the various modes of Inter Bank Payment System and Network with the advent of Internet and Net Working Technology
5. Identify the confluence of emerging technologies and its innovations in overcoming issues in Banking Techniques.
6. Examine the sustainable practices to overcome security concerns in the context of emerging technology developments in Banking

### **Module – 1: Branch Operation and Core Banking** **2 Hrs**

Introduction and Evolution of Bank Management – Technological Impact in Banking Operations – Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation

### **Module – 2: Delivery Channels** **14 Hrs**

Overview of delivery channels – Automated Teller Machine (ATM) – Phone Banking – Call centers – Internet Banking – Mobile Banking – Payment Gateways – Card technologies – MICR electronic clearing

**Module – 3: Back Office Operations** **14 Hrs**

Bankbackofficemanagement–Interbranchreconciliation–Treasury Management – Forex Operations – Risk Management – Data centre Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationships Management (CRM)

**Module – 4: Inter Bank Payment System** **10 Hrs**

Interface with Payment system Network –Structured Financial Messaging system – Electronic Fund transfer – RTGS, – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money– E Cheques - - SWIFT – Electronic clearing system – Debit and Credit Clearing – RBI – Net data – Net bank wire.

**Module – 5: Contemporary Issues In Banking Techniques** **10Hrs**

Risk Management :Meaning and objectives, Basic categories risk

**Module – 6: Risk Management in Insurance Companies** **10 Hrs**

Analysis of Banking Committee Reports on Technology Integration – E Banking-Mobile Banking–Touch banking- Budgeting – Banking Softwares –Analysis of Recent Core Banking Softwares. Bit Coin, E-Wallet, Crypto Currency and Innovations in banking related concepts.

**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

**COURSE OUTCOMES:**

After completion of the course 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.

3. Examine the various components of Bank Back Office Management in the context of Treasury management, Risk management, Net working, MIS and CRM.
4. Use the various modes of Inter Bank Payment System and Network with the advent of Internet and Net Working Technology.
5. Evaluate the confluence of emerging technologies and its innovations in overcoming issues in Banking Techniques.
6. Choose the sustainable practices to overcome security concerns in the context of emerging technology developments in Banking.

**Books for Reference:**

- ❖ *Jessica Keyes -Financial Services Information Systems - Auerbach publication; 2nd edition (March 24, 2000)(Text Book)*
- ❖ *Kaptan S S&Choubey N S., "E-Indian Banking in Electronic Era", Sarup& Sons, New Delhi, 2003*
- ❖ *Vasudeva, "E – Banking", Common Wealth Publishers, New Delhi, 2005*
- ❖ *Turban Rainer Potter, Information Technology, John Wiely& Sons Inc*
- ❖ *Banking Technology - Indian Institute of Bankers Public*