

**SEMESTER - VI**  
**C1 15 601: 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**

Carry forward and set off of Losses

**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 members 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:**

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

**SEMESTER - VI**  
**C1 15 MC 602: 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**

**2 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**

**10 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**

**10 Hrs**

Meaning and concept - Comparison between Funds Flow and Cash Flow Statements - Uses and significance of CFS - Preparation of Cash Flow Statement as per IFRS

**Module -6: – Contemporary concepts****18 Hrs**

Activity Based Costing; Life Cycle Costing; Target Costing; Kaizen Costing; Balanced Score Card (including problems).

**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.
- Augustin Amaladas and Mary Amala Shanthi: Corporate Financial Knowledge Integration, Himalaya publications
- M. Pandey: Management Accounting.
- Jain & Narang: Cost and Management Accounting.
- M. A. Sahab: Management Accounting.
- Prabhakara Rao: Management Accounting.
- R. S. N. Pillai & Bagavathi: Management Accounting.
- Sexana: Management Accounting.
- Sharma & Shashi Gupta: Management Accounting.
- Vinayakam: Management Accounting Tools and Techniques

**SEMESTER VI**  
**C1 15 MC 603: ENTREPRENEURSHIP DEVELOPMENT**

**Course Objectives:**

The students will be able to

1. Identify the requisite competency for Entrepreneurship to be successful in competitive market.
2. Describe the procedure involved in entrepreneurial process right from identification of opportunities to development of new venture.
3. Evaluate varied business models and its viability in the context of Financial, Marketing, HR, Legal, Social and Technical Aspects of new business venture
4. Create an entrepreneurial plan taking into consideration of all Legal issues that integrates Financial, Marketing and Organizational Plan.
5. Examine the use of necessary financial and Non-financial assistance by institutions both at state and central, Subsidies and incentives and concessions by Govt for starting new venture.
6. Design a business Model in the context of changing international environment and global trends.

**Module 1: Introduction to Entrepreneurship**

**8 Hrs**

Evolution of Entrepreneurship – introduction to the concept of entrepreneurs, entrepreneurship and enterprise- Reasons for growth of Entrepreneurship - Characteristics and classification of Entrepreneurs- Intrapreneurs- Women Entrepreneurs- problems and challenges- Competency requirement for entrepreneurs

**Module 2: Commencement of a business enterprise**

**12 Hrs**

Entrepreneurial Process- Identification and selection of Business Opportunities- Sources of Business idea- Procedures and Formalities for starting up a venture- Location- Clearances and permits required- Formalities- Licensing and registration procedures- Types of startups- Challenges and pitfalls for a new Start up- Why new Ventures fail- Exit Strategy for business- Venture Development stages.

**Module 3: Business Model and Business Plan (BP)**

**10 Hrs**

Business Models- Meaning, Types and purpose of business models-Need for a BP- nuances of a BP(Financial ,Marketing , HR, Legal, Social and Technical aspects)- Why some BP fail- Evaluation of the plan by potential lenders and Investors

**Module 4: Elements of Entrepreneurial plan****12 Hrs**

Financial Plan- Meaning- Sources of Capital – Personal Fund- Bank Loan- Venture Capital- Angel Investing – Crowd Funding- Capital cost estimates of the project- Project operational cost estimates-Methods of cost estimations-Projected income statement - Operating Income statement- Break even Analysis-Business valuation techniques - Use of software packages

Marketing Plan- Market research for new venture- Competitive Analysis-Marketing Strategies- Marketing plan- Marketing Mix-Contingency plans

Organizational Plan- Legal Forms of business-Single ownership firms- Partnership firms- Joint Stock Company- Co-operative Enterprises – Public sector Enterprises-expansion and diversification strategies-Mergers and acquisitions- Franchising.

Legal Issues considerations- Intellectual Property- Patents-Copyrights-Trademarks, Licensing

**Module 5: Assistance for Entrepreneurs in India****12 Hrs**

Role of Entrepreneurship for Economic Development -Need and Importance of support functions- Financial and Non-financial support-NSIC, SIDC, SFC'S, SIDBI, IFCI, SISI, DIC.

Government Incentives, subsidies and Policies and various Tax Concessions

**Module – 6: Global Opportunities****6 Hrs**

International environment- Methods of going International- Problems in International trade- Protectionism- Trade blocks- How WTO helps in entrepreneurship- Changing international environment- Global trends.

**Skill Development:**

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

1. Convert your business idea by drafting a business plan and carefully evaluate the possible business opportunities.
2. Prepare a brief case study based on any successful local entrepreneur by analyzing the failures and success factors.
3. List out and analyze the profiles of any three new age Entrepreneurs.
4. Visit the DIC and make a list of the various existing institutions supporting Entrepreneurs in Karnataka and analyze the facilities provided by them.
5. Arrange for a guest lecture by an entrepreneur of your choice.
6. Analyze the scope of Angel Investing and Venture Capital in India.
7. Analyze the business Valuation techniques adopted by an enterprise.
8. Collect the Financial statements of 2 firms and analyze the Income statement and Balance sheet.
9. Prepare a Breakeven Analysis for any startup firm.

**Course Outcomes:**

After completion of the course the students will be able to

1. Identify the requisite competency for Entrepreneurship to be successful in competitive market.
2. Illustrate the procedure involved in entrepreneurial process right from identification of opportunities to development of new venture.
3. Develop a viable Business model in terms of Financial, Marketing, HR, Legal, Social and Technical Aspects of new business venture
4. Design an entrepreneurial plan considering of all Legal issues that integrates Financial, Marketing and Organizational Plan.
5. Utilize financial and Non-financial assistance by institutions both at state and central level, Subsidies and incentives and concessions by Government for starting new venture from time to time.
6. Develop a business Model of international in nature in the context of changing international environment and global trends.

**Books for Reference:**

- Colin Coulson Thomas: The Knowledge Entrepreneur, Kogan Page Publications.
- Donald F Kuratko & Richard M Hodgetts: Entrepreneurship Theory Process and Practice, Sixth Edition, Thomas South Western Publications.
- Dr.Sudhir Sharma, Balraj Singh & Sandeep Singhal: Entrepreneurship Development, Wisdom Publications, New Delhi
- Mark J Dollinger: Entrepreneurship, Strategies and Resources, Pearson Edition.

## SEMESTER - VI

### C1 15 MC 604: COMPANY LAW AND SECRETARIAL PRACTICE

#### Course Objectives:

The students will be able to

1. Describe the role of Company secretary as per secretarial standard 1 and 2 under the companies act of 2013.
2. Explain the various stages involved in the formation of company right from promotion to commencement of business stage.
3. Explain the procedure involved in raising capital by way of issue of Shares and Debentures.
4. Plan for convening the company meetings as per the compliance to manage the internal and external affairs of company.
5. Describe the duties and responsibilities of director as per compliances under companies act of 2013.
6. Explain the role of official Liquidator and the procedure involved in different modes of liquidation.

#### Module-1: Over View of Companies Act, 2013

6 hrs

Overview of Company (History, types of companies) - Authorities related to company law board - Registrar of companies and SEBI (in brief) - Importance and functions (in brief) - Company Secretary: Qualification, appointment and terminations - Secretarial Standard 1 and 2 - Secretarial Audit - Compliance with law - Related Party Transactions -Who are they? Types and Requirements of law.

#### Module-2: Company Formation

16 Hrs

- a) Promotion: Functions and Position of Promoters, steps in promotion, Pre-incorporation contracts and Provisional contract, Law with regard to start ups
- b) Documents to Commence Business:
  - Memorandum of Association: Meaning and Definition, contents, Doctrine of ultra- vires and Alteration of Memorandum
  - Articles of Association: Meaning, contents, alteration constructive notice and indoor management
  - Prospectus: Meaning, definition, importance, contents, Prospectus by implication, Shelf Prospectus, Red Herring Prospectus, Liability for misstatements and statement in lieu of prospects.
  - Certificate for commencement of business

**Module – 3: Shares****16 Hrs**

Allotment – IPO (book building process, only guidelines) – Legal provisions on allotment – Underwriting Agreements – Underwriting Commissions – Buyback of shares – Depository system (D-MAT, RE-MAT) – Transmission of Shares.

Members and Shareholders: Meaning of Member – Acquisition of Membership – Termination of Membership – Register of Members.

Share Capital: Meaning of Share and Stock – ESOP, Sweat equity, and Shareholders agreement – Differential voting rights – Reduction of Share Capital.

Borrowing and Debenture: Borrowing powers – Effects of Ultra Vires borrowings – Mortgage and charge – Debentures – Kinds of Debentures – Debenture Trust Deed. MCA 21 guidelines.

**Module – 4: Company Meetings****10 Hrs**

Importance of meetings – Types of meetings – Annual General Meeting and Extraordinary General Meeting – Requisites of a valid meeting – Quorum – Chairman – Adjourned Meetings – Proxies – Voting – Different types of Resolutions – Drafting of Minutes – Requirements as per Secretarial Standard No. 1 and 2.

**Module-5: Directors****6 Hrs**

Need for Directors – Position of Directors – Their appointment – Retirement and removal – Powers of the Board of Directors and Shareholders – Types of Directors: Alternate, Woman, Independent Director – Duties and Responsibilities of a Director.

**Module –6: Winding Up****6 Hrs**

Modes of Winding up – Consequences of winding up – Official Liquidator – Defunct Company.

**Skill Development:**

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

1. Simulation with the help of BLISS Software
2. Circulate and show the prospectus to class.
3. Circulate and show the agenda to the class.
4. Draft agenda.
5. Circulate and show the directors and auditor's report.
6. Collect blank share application form and make the class fill it.
7. Drafting of Memorandum of Association – Drafting Articles of Association.

**Course Outcomes:**

After completion of the course the students will be able to

1. Illustrate the role of Company secretary as per secretarial standard 1 and 2 under the companies act of 2013.
2. Plan for formation of company right from promotion to commencement of business stage.
3. Illustrate the procedure involved in raising capital by way of issue of Shares and Debentures.
4. Conduct company meetings as per the compliance to manage the internal and external affairs of company.
5. Illustrate the duties and responsibilities of director as per compliances under companies act of 2013.
6. Elucidate the role of official Liquidator and the procedure involved in different modes of liquidation.

**Books for Reference:**

- K. Majumdar & G. K. Kapoor: Company Law & Practice.
- Avtar Singh: Principles of Company Law.
- Dr. P. N. Reddy & H. R.Appanaiah: Essentials of Company Law & Secretarial Practice.
- K. C. Garg & Vijay Gupta: Company Law & Secretarial Practice.
- M. C. Bhandari: Guide to Company Law Procedure.
- M. C. Kuchchal: Secretarial Practice.
- M. C. Shukla & Gulshan: Principles of Company Law.
- N. D. Kapoor: Company Law & Secretarial Practice.
- S. C. Kuchehal: Company Law & Secretarial Practice.
- Taxman: Company Law.
- Tuteja: Company Administration and Meetings.

## 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 framework 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 framework 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
- SurbhiBansal- 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 1<sup>st</sup> 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 financial Analysis.
- Mittal: International Rate foreign exchange Tariff Policy.
- Srivastava: International Finance.
- Moorad Choudhry: 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

- Explain the meaning of Investment and steps involved in investment management process.
- Analyze the characteristics of various avenues of investment.
- Conduct Fundamental Analysis to decide whether to buy or sell or hold.
- Conduct Technical Analysis to predict price movement of individual stock and market.
- Construct optimum portfolio by using Markowitz's and Sharpe Model
- 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
- Punithavathy Pandian: Security Analysis & Portfolio Management

**SEMESTER -VI**  
**ELECTIVE-III: HUMAN RESOURCE MANAGEMENT**

**PAPER-III**  
**EL 15 HR 605: PERFORMANCE AND COMPENSATION**  
**MANAGEMENT**

**Course Objectives:**

The students will be able to

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

**Module - 1: Introduction**

**8 Hrs**

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

**Module - 2: Performance Management process**

**10 Hrs**

Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling

**Module - 3: Performance management and reward systems**

**12 Hrs**

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

**Module - 4: Introduction to Job Evaluation**

**12 Hrs**

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

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

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

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

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

**Skill Development:**

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

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

**Course Outcomes:**

After completion of the course the students will be able to

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

**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: Expatriates training, developing international staff and multinational teams.

**Module - 3: Performance Management in International context**

**10 Hrs**

Performance Management: Performance management challenges in MNEs: Performance management process: Criteria used for performance appraisal of international employee, Factors associated with individual performance and appraisal, appraisal of host country nationals in subsidiaries.  
Compensation: Objectives of international compensation, approaches to international compensation, and international influences on compensation: Reward strategies.

**Module – 4: Labour Relations****8 Hrs**

Labour Relations: Key issues in international relations, strategic choices before firms, strategic choices before unions, union tactics 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, Houghton Mifflin 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. Describe the pros and cons of various components of promotional mix that form a part of Integrated Marketing communication.
2. Illustrate the role of Advertising tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
3. Evaluate the role of Media tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
4. Describe the role of promotional tools and its effectiveness in realizing the full potentiality of Integrated Marketing com Examine the role of Public relations and publicity tools and its effectiveness in realizing the full potentiality of Integrated Marketing communication process.
5. Evaluate the effectiveness of Integrated Marketing communication programme within the dimensions all aspects of ethical practices.

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

Introduction to IMC and the Communication Process: Evolution Of IMC and reasons for its growth - IMC Planning Process, Role of IMC in Marketing Process- Elements of IMC - Advertising, Sales Promotion -Types, relationship between advertising and sales promotion, Publicity - Types and relationship between advertising and publicity - Personal selling, Direct Marketing, Event Management, E-Commerce, Public Relations, Interactive Marketing - Push Advertising - New Trends in IMC - India & International Perspective..

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

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

**Module – 3: Integrated Marketing Communications – Media Tools 12 Hrs**  
Media Planning & Strategy – Media Channels and Channel Factors – Comparison of various Media– Media Selection – Media Mix –Media Buying, Strategies and Execution; Interactive Marketing – Online Advertising – Social Media Networks – Media Spiralling – Alternate Marketing and Media Venues.

**Module – 4: Integrated Marketing Communications –Promotional Tools 8 Hrs**  
Promotional Tools in IMC – Comparison and Suitability of various Promotional Tools –Direct Response Marketing – Database Marketing Management; Personal Selling – Role and Functions & Process of Personal Selling; Sales Promotion – Importance and Types – Sales Promotion Strategies –Trade Promotion Strategies

**Module – 5: Integrated Marketing Communications –Public Relations & Publicity Tools 8 Hrs**  
Public Relations and Publicity – Identifying Stakeholders in PR – Role of and PR Functions – Tools of PR and suitability – Forms of Publicity; Sponsorship– Objectives and Forms; Event Marketing– Objectives – Event Promotion – Cross Promotions.

**Module – 6: Integrated Marketing Communications –Evaluation & Ethics 7 Hrs**  
Evaluating Marketing Communication 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 & Belch, Advertising and Promotions - Tata McGraw Hill 2001
- Duncon, Integrated Marketing Communications - TMH
- Bowee, Hill, Dowell, Wood: Advertising Excellence.
- Chunawalla & K. C. Sethia: Foundations of Advertising, Theory and Practice, Himalaya Publishing House.

**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 e-commerce websites around the world & it's scenario in India PPC (Pay per Click) Advertising- Google AdWords and Google Analytics Understanding inorganic search results - Introduction to Google AdWords& PPC advertising - Intro to SM Advertising - Creating a Page - Increasing fans on fan page - marketing on fan page Fan engagement - Types on Facebook- Twitter- Instagram- LinkedIn and Video advertising – Measuring Results Digital Marketing  
Understanding Mobile Devices - Mobile Marketing and Social Media - Mobile Marketing Measurement and Analytics - Advertising on mobile (App & Web) - Mobile marketing mix - SMS marketing

#### **Module - 5: E-Public Relations**

**10 Hrs**

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

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

#### **Module - 6: Code of Practices in Digital Marketing**

**5 Hrs**

Localization of content and advertising. Evolution of Indian banking industry – journey from brick and mortar to mobile banking, Consumer engagement – meaning and methods. Regulations and Code of Practice in Digital Marketing in India

#### **Skill Development:**

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

1. To get well versed with Google AdWords and Google tools
2. Free tools for website designing.
3. Understanding the various measures taken to relate to enhance Public relations
4. Create and maintain a page on Social Media Eg: Facebook-Twitter-Instagram- LinkedIn

5. Help a start-up promote their local business using Google AdWords or Facebook Promotes

**Course Outcomes:**

After completion of the course the students will be able to

1. Compare and contrast the different Digital marketing channels, media options and marketing process of Digital Marketing and Traditional Marketing.
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, 1st Edition, 2009
- Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
- Strauss.J and Frost . R , “E- Marketing”, Pearson Education, 5th Edition, 2009
- Ramsey , Seven Guidelines for Achieving ROI from Social Media, eMarketer , 2010
- Godfrey Parkin , Digital Marketing: Strategies for Online Success, New Holland Publishers Ltd, 2009
- Damian Ryan , Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation, Kogan Page, 3rd Edition, 2014
- Jonah Berger , Contagious Why Things Catch On , Simon & Schuster, 2013

**SEMESTER -VI**  
**ELECTIVE-V: INTERNATIONAL BUSINESS**

**PAPER-III**  
**EL 15 IB 605: GLOBAL FINANCIAL MANAGEMENT**

**Course Objectives:**

The students will be able to

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

**Module - 1: Introduction to Global Finance** **10 Hrs**

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

International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank. Asian Development Bank (ADB), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

**Module - 2: International Investment** **14 Hrs**

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

**Module – 3: Global Taxation and Treaties****10 Hrs**

Customs laws - Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation, Customs, Procedures, Import and Export Procedures, Baggage, Exemptions. WTO – MFNs – Other tax treaties pertaining to FTA, PTA, CECA and CEPAs.

**Module – 4: Global Strategy****10 Hrs**

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

**Module – 5: International Accounting****8 Hrs**

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

**Module – 6: 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

- Explain the various theories and components of International trade and Monetary system
- Evaluate the characteristics of the various avenues of International investment and Methods of International financing in the context of Global economic crisis
- Differentiate the procedure involved in Export and Import in the context of various treaties and its implication on frame work of global taxation.
- Illustrate the issues and challenges of options of cross border Mergers and Acquisitions.
- Describe the needs and benefits of IFRS as global accounting standard for MNCs
- 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" Oxford University Press
- Kotabe M, Helsen K. " Global Marketing Management" Wiley, Jhon & Sons,Inc
- Kotabe, Pelose, Gregory And Helson " International Marketing Management" Wiley, Jhon & Sons, Inc
- Mathur, U. C., International Marketing Management: test & Cases, Sage Publications India Pvt. Ltd., N. Delhi.
- Michael R., Zinkota & Ilkka A Ronkainen "International Marketing"
- Srinivasan R., 'International Marketing' Prentice Hall India.
- Srinivasan. R., "International Marketing", PHI Pvt Ltd.
- Varma&Aggrawal: International Marketing Management
- Varshney R L & Bhattacharyya: International marketing Management, Sultan Chand & Sons.
- Warren & Keegan: International Marketing, Prentice Hall of India Pvt. Ltd

## SEMESTER -VI

### ELECTIVE - VI: BANKING AND INSURANCE

#### PAPER-III

#### EL 15 BK 605: RISK MANAGEMENT

#### COURSE OBJECTIVES:

The students will be able to

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

#### **Module - 1: Introduction to Risk Management**

**8 Hrs**

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

#### **Module - 2: Analytical Overview of Bank Risk**

**10 Hrs**

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

#### **Module - 3: Managing Credit Risk**

**12 Hrs**

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

**Module – 4: Interest Rate and Liquidity Risk****10 Hrs**

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

**Module – 5: Managing Market Risk – Banks Investment Portfolio**

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

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

Risk Management :Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk management process, Different scenarios and Risk management strategies, Personal risk management, Risk control and Risk financing, Insurance market dynamics, Loss Forecasting.

**Skill Development:**

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

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

**COURSE OUTCOMES:**

After completion of the course the students will be able to

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

**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

**SEMESTER- VI**  
**ELECTIVE-VI: BANKING AND INSURANCE**  
**PAPER- IV**  
**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, Networking, 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**

Bank back office management - Inter branch reconciliation - 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**

**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
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- Banking Technology - Indian Institute of Bankers Public