

**TUMKUR UNIVERSITY**  
**Dept. of Studies & Research in Commerce**

**Proposed**  
**M.Com Course Structure and Syllabus**  
*(Choice Based Credit System)*  
**To be offered from the Academic Year 2014-15 and onwards**

**Tumkur University**  
**B.H. Road, Tumkur – 572103. Karnataka**

### M.Com – Course Structure (CBCS)

Paper	Title of the Paper	Instruction Hrs (per Week)	No. of Credits	Duration of the Exam. (Hours)	Marks		
					Internal Assessment	Semester End Examn.	Total Marks
<b>I Semester</b>							
CPT-1.1	Organisational Behaviour	4	4	3	20	80	100
CPT-1.2	Business Environment	4	4	3	20	80	100
CPT-1.3	Marketing Management	4	4	3	20	80	100
CPT-1.4	Accounting Standards and Financial Reporting	4	4	3	20	80	100
CPT-1.5	Financial Institutions, Markets and Services	4	4	3	20	80	100
CPT-1.6	Macro Economics for Business Decisions	4	4	3	20	80	100
	Total	24	24		120	480	600
<b>II Semester</b>							
CPT-2.1	Human Resource Management	4	4	3	20	80	100
CPT-2.2	Advanced Financial Management	4	4	3	20	80	100
CPT-2.3	Business Research Methods	4	4	3	20	80	100
CPT-2.4	OR & QT for Business Decisions	4	4	3	20	80	100
CPT-2.5	Information Systems & E-Commerce	4	4	3	20 (Practical)	80	100
OEPT-2.6	Offered by other department	4	4	3	20	80	100
	Total	24	24		120	480	600
<b>III Semester</b>							
CPT-3.1	Strategic Management	4	4	3	20	80	100
CPT-3.2	Entrepreneurship Development	4	4	3	20	80	100
SPT-3.3	Elective Paper – I	4	4	3	20	80	100
SPT-3.4	Elective Paper – II	4	4	3	20	80	100
SPT-3.5	Elective Paper – III	4	4	3	20	80	100
OEPT-3.6	Offered by other department	4	4	3	20	80	100
	Total	24	24		120	480	600
<b>IV Semester</b>							
CPT-4.1	International Business	4	4	3	20	80	100
CPT-4.2	Business Ethics and Corporate Governance	4	4	3	20	80	100
SPT-4.3	Elective Paper – IV	4	4	3	20	80	100
SPT-4.4	Elective Paper – V	4	4	3	20	80	100
SPT-4.5	Elective Paper – VI	4	4	3	20	80	100
CPD-4.6	Dissertation	*	4		20 (Viva-voce)	80 (Report)	100
	Total	20	24		120	480	600
	<b>Grand Total</b>		<b>96</b>		<b>480</b>	<b>1920</b>	<b>2,400</b>

**Note:** CPT: Core Paper Theory

OEPT: Open Elective Paper Theory

SPT: Special Paper Theory (Elective)

CPD: Dissertation/ Project Work

\* A faculty member can guide maximum of EIGHT students. Guidance of EIGHT students by a faculty member will be equivalent to the teaching workload of one paper per semester.

**SPECIALISATION: ELECTIVE PAPERS**

III Semester		IV Semester	
Paper	Title of the Elective Paper	Paper	Title of the Elective Paper
<b>Group I: Accounting and Taxation (AT)</b>			
SPT 3.3	AT-1 Strategic Cost Management	SPT 4.3	AT-4 Accounting for Managerial Decisions
SPT 3.4	AT-2 Innovations in Accounting	SPT 4.4	AT-5 Indirect Taxes
SPT 3.5	AT-3 Corporate Taxes and Planning	SPT 4.5	AT-6 Commercial Taxes
<b>Group II: Accounting and Finance (AF)</b>			
SPT 3.3	AF-1 Strategic Cost Management	SPT 4.3	AF-4 Accounting for Managerial Decisions
SPT 3.4	AF-2 Innovations in Accounting	SPT 4.4	AF-5 International Financial Management
SPT 3.5	AF-3 Security Analysis & Portfolio Management	SPT 4.5	AF-6 Strategic Financial Management
<b>Group III Banking and Insurance (BI)</b>			
SPT 3.3	BI-1 Bank Management	SPT 4.3	BI-4 Marketing of Bank Products
SPT 3.4	BI-2 Credit and Risk Management	SPT 4.4	BI-5 Actuarial Science
SPT 3.5	BI-3 Principles and Practice of Insurance	SPT 4.5	BI-6 Management of Insurance Companies

**Notes:**

- Pedagogy:** The pedagogy of teaching includes - Lectures, Case Analysis, Group Discussion, Seminars/Presentations, Assignments, Movie screening, Role plays, Live telecast, etc.
- Special Paper Theory (SPT) / Electives:** A Group of specialization will be offered only when a minimum of 15 students opt for it.
- Dissertation:** Each student will have to undertake a business research / live business problem in a business organisation or industry and submit the report to the University in the 4<sup>th</sup> Semester. This will be evaluated for 80 marks and 20 marks will be awarded for the performance in the viva-voce. Preliminary work on Dissertation will commence in the beginning of the III Semester itself. Student will formulate research problem with the consultation of Guide and work on it during the III & IV semesters.
- Internal Assessment Marks allotment basis:** Internal assessment marks should be awarded on the following guidelines and documents to be preserved.

1 <sup>st</sup> Test for	: 10 marks	} average of two test need to be taken for 10 marks
2 <sup>nd</sup> Test for	: 10 marks	
Seminar/ Presentations	: 05 marks	
Assignments	: 05 marks	
Total	: 20 marks	

## Detailed Syllabus

### I SEMESTER

Paper	Title of the Paper	Instruction Hrs per Week	No. of Credits	Duration of the Exam. (Hrs)	Marks		
					Internal Assessment	Semester End Examn.	Total Marks
CPT-1.1	Organisational Behaviour	4	4	3	20	80	100
CPT-1.2	Business Environment	4	4	3	20	80	100
CPT-1.3	Marketing Management	4	4	3	20	80	100
CPT-1.4	Accounting Standards and Financial Reporting	4	4	3	20	80	100
CPT-1.5	Financial Institutions, Markets and Services	4	4	3	20	80	100
CPT-1.6	Macro Economics for Business Decisions	4	4	3	20	80	100
	Total	24	24		120	480	600

Note: CPT: Core Paper Theory

## CPT 1.1: ORGANISATIONAL BEHAVIOUR

### Objectives

Teaching Hours: 64

1. Help students gain knowledge about concepts and practices of handling people.
2. Train students in soft skills and equip them with ways of managing themselves and others better.

### Unit 1

06 hrs

**Introduction to OB:** Definition, Nature, Foundations, Importance and Shortcomings of OB.

### Unit 2

14 hrs

**Personality:** Nature and Determinants of Personality, Personality traits. Perception – Nature, Factors influencing, Perceptual errors, and Ways of overcoming. Learning – Nature and Principles. Attitudes – Nature, Formation, Ways of changing attitudes. Motivation – Nature, Maslow's, Herzberg, Adam's and Vroom's theories, motivational challenges. Work stress – Causes, Consequences and Ways of overcoming the stress.

### Unit 3

16 hrs

**Group Dynamics:** Nature, Types, Need for joining groups, Group formation, Group roles. Team dynamics–Nature, Types, Team issues. Power and Politics–Power dynamics, Power tactics, Essence of politics, Political activity, Ethics of power and Politics. Conflict–Nature, Changing views, Causes, Consequences and Resolving conflict. Leadership–Nature, Theories, Styles. Communication–Nature, Importance, Process, Barriers, Ways of making effective communication.

### Unit 4

16 hrs

**Organisations:** Nature, Key factors in design, Key structures, and Organisations for future. Organisational Culture - Nature, Ways of building and Sustaining culture, Functional and dysfunctional culture. Organisational Change – Nature, Causes, Changes, Need for change, Ways of overcoming resistance, Organisational development. Decision making – Nature, Types of decisions, Process, Barriers, and Styles of decision making.

### Unit 5

12 hrs

**Emerging Challenges:** Diversity, Demographic changes, Globalisation, Changed people expectations, Ethical dilemmas, and Ways of resolving ethical dilemmas, Technology transformation.

### Suggested References

1. Greenberg and Baron, *Behavior in Organisations*, PHI.
2. Stephen P. Robbins, *Organisational Behaviour*, PHI.
3. Moorhead and Griffin, *Organisational Behaviour*, Jaico.
4. Fred Luthans, *Organisational Behaviour*, McGraw Hill.
5. Griffin, Ricky W, *Organisational Behaviour*, Houghton Mifflin Co., Boston.
6. Hellreigel, Don, John W.Slocum, Jr, and Richard W.Woodman, *Organizational Behavior*, South Western College Publishing, Ohio.
7. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson, *Management of Organisational Behaviour, Utilising Human Resources*, PHI.
8. Aswathappa, K, *Organisational Behaviour – Text, Cases and Games*, HPH.
9. Subbarao P, *Organisational Behaviour*, HPH.
10. K. Sridhara Bhat, *Management and Behavioural Process*, HPH.

## CPT 1.2: BUSINESS ENVIRONMENT

### Objectives

Teaching Hours: 64

1. Familiarize students with the environmental factors affecting business.
2. Integrate the techniques available for scanning and monitoring the environment.

### Unit 1

14 hrs

**Theoretical Framework of Business Environment:** Concept, Nature of business environment, External environment, Internal environment. Analysis of environment – Scanning, Monitoring, Forecasting, Assessing, Benefits of studying business environment and Problems of study, Changing dimensions of business environment; Techniques of environmental Scanning and Monitoring.

### Unit 2

10 hrs

**Economic Environment of Business:** Elements of economic environment; Economic systems; Economic planning in India, Economic conditions, Economic policies, Industrial policies, foreign investment policy in India and Industrial sickness.

### Unit 3

12 hrs

**Political and Legal Environment of Business:** Critical Elements of Political environment; Government and Business; Changing dimensions of Legal Environment in India; MRTP Act, FEMA Competition Act and Licensing policy.

### Unit 4

14 hrs

**Socio-Cultural Environment:** Nature and Levels of Culture, Interface between Culture and Business, Cross-Cultural management, Cross cultural dimensions, Motivation across cultures, Leadership across cultures, Communication across cultures, HR practices across cultures, Social responsibility of business, Social Audit and Business ethics

### Unit 5

14 hrs

**International and Technological Environment:** Strategies for going global, International economic institutions – World Trade Organisation (WTO), International Monetary Fund (IMF), World Bank and Foreign Direct Investment (FDI). Technological environment – Nature of technology, interface between Technology and Business, Management of Technology transfers and Technology Policy

### Suggested References

1. Francis Cherunilam, *Business Environment*, Himalaya Publishing House.
2. Aswathappa K, *Essentials of Business Environment*, HPH.
3. Aswathappa K and Sudarsana Reddy G, *Business Environment for Strategic Management*, HPH.
4. Fathy and Narayanan, *Macro-environment Analysis for Strategic Management*, West publishing.
5. John B. Cullen, *Multicultural Management*, Thamson.
6. Adhikary, M, *Economic Environment of Business*, Sultan Chand & Sons.
7. Ghosh, Biswanath, *Economic Environment of Business*, Vikas Publication.
8. Shaik Saleem, *Business Environment*, Pearson Education.
9. Justin Paul, *Business Environment*, Text and Cases, Tata McGraw Hill.
10. Krishna Rao P, *WTO-Text & Cases*, PSG Excel Series.
11. R.S.N. Pillai, Bagavathi, *Legal Aspects of Business*, S.Chand.

### CPT 1.3: MARKETING MANAGEMENT

#### Objectives

Teaching Hours: 64

1. Facilitate students understand conceptual framework of marketing, consumer behaviour, and marketing research.
2. Build skills in application of the concepts in decision making.

#### Unit 1

12 hrs

**Marketing and Marketing Environment:** Introduction to Marketing Management, Core concepts - Modern Concepts, Need to study Marketing, Approaches to study Marketing, Marketing Environment, Marketing Systems and Macro-Micro variables.

#### Unit 2

10 hrs

**Market Segmentation:** Meaning, Need for market Segmentation, Guidelines for selecting a Target Market, Bases of Market Segmentation - Behaviouristic Bases and Non-behaviouristic Bases; Segmentation Strategies.

#### Unit 3

20 hrs

**Consumer Behaviour:** Input-Output Model, Pre-Purchase Behaviour Models: (A). Psychological Models - Maslow's Hierarchy of Needs, Pavlovian Learning, and Sigmund Freudian Psycho-analytical. (B). Economic Model - Alfred Marshallian (C) Sociological Model-Veblen's. Post-purchase Behaviour Models: Leon Festinger's Theory of Cognitive Dissonance, Swan and Comb's Expectations - Performance Theory-Organizational Buyer Behaviour Model- Hobbesian Model.

#### Unit 4

10 hrs

**Marketing Mix Strategies:** Product Decisions-Product Life Cycle and New Product Development and related strategies; Pricing Decisions-Pricing Policies and Strategies; Channel Decision-Channel Selection and Channel Policies; Promotional decisions-Sales Promotion and Advertising.

#### Unit 5

12 hrs

**Emerging Trends in Marketing:** Social, Ethical and Legal aspects of marketing; Green Marketing-e-marketing, m-marketing, Cyber marketing, Marketing Information System and Marketing research, Marketing of services; Retailing and Relationship marketing.

#### Suggested References

1. Philip Kotler, *Marketing Management-Analysis, Planning and Control*, Pearson.
2. Kotler, Keller, Koshy, Jha, *Marketing Management: A South Asian perspective*, Pearson Education.
3. Philip Kotler & Gary Armstrong, *Principles of Marketing*, Pearson Education.
4. William. J. Stanton, Charles Futrell, *Fundamentals of Marketing*, Tata McGraw Hill.
5. E. Jerome, McCarthy, *Essentials of Marketing*, PHI.
6. Cundiff EW, Richard RS, Norman, A.P, Govani, *Fundamentals of Modern Marketing*, TMH.
7. David .J L Hugh. G, Donald. A. Taylor, Ronald. S. Rubin, *Marketing Research*, Pearson Publication.
8. Ralph Wesfall, Stanley F. Starch, *Marketing Research (Text and Cases)*, Prentice Hall.
9. Geoffery K, Frances, *Modern Marketing Management*, TMH.
10. Boyd and Westfall, *Marketing Research-Text and Cases*, Dreamtech Press.
11. S.A. Sherlekar, *Marketing Management*, Himalaya Publishing House.
12. Dr. H.S. Anitha, (ed.), *Marketing in 21 Century*, Mangal Deep Publications.

## CPT 1.4: ACCOUNTING STANDARDS AND FINANCIAL REPORTING

### Objectives

Teaching Hours: 64

1. Provide students with the knowledge about contemporary issues in accounting.
2. Enable students to develop insights into financial analysis of business organizations.

### Unit 1

12 hrs

**Accounting Standards:** Definition, Objectives and Benefits of accounting standards. Management and Standard setting, Standard setting process, Difficulties in Standard setting, Types of Accounting Standard, Accounting Standards issued by ASB of ICAI till date.

### Unit 2

12 hrs

**Indian Accounting Standard:** Accounting Standards issued by ASB with problems on AS-6, AS-11, AS-14, and revised AS-3.

### Unit 3

12 hrs

**Financial Analysis:** Comparative analysis, Horizontal, Vertical, Time series and Index analysis, Ratio analysis, Limitations of ratio analysis, DuPont control chart, Predictive power of financial ratios and Prediction of sickness using various models.

### Unit 4

14 hrs

**Financial Reporting:** Concepts, Objectives, General purpose and Specific purpose Qualities of good financial report. Segmental report - Difficulties in segment reporting; Interim report - Problems in interim report, Legal requirements; Social reporting and Environmental Reporting

### Unit 5

14 hrs

**International Accounting Standards:** IAS and linkage with Indian Accounting Standards - Accounting Standards under US GAAP and Indian GAAP, International Financial Reporting Standards (IFRS) - Need for convergence to IFRS, Role of IFRS and Conversion of Financial Statements prepared on the basis of Indian GAAP to IFRS based financial statements.

### Suggested References

1. L.S. Porwal, *Accounting Theory*, Tata McGraw Hill.
2. Jawaharlal, *Accounting Theory*, Himalaya Publishing House.
3. I.M. Pandey, *Management Accounting*, Vikas Publication.
4. Bhatta J, *Management Accounting*, ELBS.
5. Khan and Jain, *Management Accounting*, Tata McGraw Hill.
6. Horngren C.T, *Management Accounting*, Prentice Hall of India.
7. ICAI, *Compendium of Statements and Standards on Accounting*.
8. Myer J.N, *Financial Statement Analysis*.
9. Anthony R.N, *Management Accounting Principles*.
10. Christopher Nobes. et al, *Comparative International Accounting*, Prentice Hall.
11. Gray S J. Campell, L Shaw JC, *International Financial Reporting*, MacMillan.
12. Sharokh Saudagaran, *International Accounting*, Thomson Learning.



## CPT 1.5: FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

### Objectives

Teaching Hours: 64

1. Familiarize students with functioning of financial markets
2. Expose students to a wide variety of emerging financial services.

### Unit 1

14 hrs

**Financial Markets:** Nature, Classification, Functions of Financial markets. Financial markets and Economic development, Regulation of financial markets. Capital Market-Security markets and Primary market. Primary market – Functions of primary market, Methods of selling securities. Public Issue Management-Eligibility norms, Pricing of New issues, Prospectus. Functions of - Underwriters, Merchant bankers, Issue managers and Registrars to issue.

### Unit 2

10 hrs

**Stock Exchange:** Organisation and Functioning of Stock exchanges in India, Operations of stock markets, Listing requirements, Regulation of stock markets, National Stock Exchange (NSE) and OTCEI, Investor protection and SEBI guidelines.

### Unit 3

14 hrs

**Financial Services:** Categories of financial services - Fund based and Non-fund based activities. Financial services and Economic environment. Modern activities, Financial innovations, New financial instruments. Lease Finance - Nature, Types and Advantages of lease finance. Distinction between Lease and Hire purchase; Financial, Legal and Tax aspects of Leasing. Lease evaluation (Lease vs Buy and Lease vs HP with problems), Lease structuring and Funding of lease.

### Unit 4

14 hrs

**Factoring:** Nature, Modus Operandi, Types, Functions, Advantages, Cost and benefits of factoring. Factoring v/s Bill discounting. Consumer finance - Meaning, Schemes for consumer durables, Credit cards and other cards. Venture capital Financing, Guidelines and Evaluation of new project ideas. Mutual Funds - Meaning, Types, Determination of NAV, Advantages and Disadvantages of Mutual funds.

### Unit 5

12 hrs

**Credit Rating:** Meaning, Need for Credit rating. Credit rating agencies - Credit rating methodology of various rating agencies, Factors and Credit rating symbols, Advantages and Limitations of credit rating. Securitisation - Meaning, Features, SPV, Process, Players, Advantages and Limitation of Securitisation. Depository Services - Meaning and Need for depository services. Dematerialization and Rematerialisation process. Introduction to Derivatives (briefly)

### Suggested References

1. Khan M.Y, *Indian Financial Markets & Institutions*, TMH.
2. Bhole L.M, *Financial Markets & Institutions*, THM.
3. Clifford G, *Financial Markets, Institutions, and Financial Services*, PHI.
4. Khan M Y, *Indian Financial System*, TMH.
5. Meir Kohn, *Financial Institutions and Markets*, Oxford University Press.
6. Fobozzi & Modigliani, *Capital Markets, Institutions and Instruments*, PHI.
7. Mandura Jeff, *Financial Markets and Institutions*, West Publishing Company.
8. Khan M.Y, *Financial Services*, TMH.
9. Thygerson Kenneth J, *Financial Markets & Institutions*, Harper Collins.
10. Dalton John M, *How the stock markets works*, Practice Hall of India.
11. Machiraju H R, *Working of Stock Exchanges in India*, Wiley Eastern Ltd.
12. Raghunatham V, *Stock Exchange and Investments*, TMH.
13. Gorden & Nataraj, *Financial Markets and Services*, HPH.
14. Guruswamy, S, *Financial Services*, Vijay Nicole imprints.
15. Dietrich J.K, *Financial Services and Financial Institution*, PHI.

## CPT 1.6: MACRO ECONOMICS FOR BUSINESS DECISIONS

### Objectives

Teaching Hours: 64

1. Help students understand key macro economic variables and their behaviour; and enable them to critically evaluate different economies.
2. Enable students to integrate macroeconomic analysis into business decisions.

### Unit 1

15 hrs

**Introduction to Economics:** Macro economics and its interface with Business and Industry. Resources and Goals of an economic systems, Socialism, Capitalism and Mixed economy- Meaning, Features, Pros and Cons. National income and Product concept, Computation of National income and related aggregates, Problems in computation of National income.

### Unit 2

10 hrs

**Consumption:** Meaning, Determinants, Marginal propensity to consume. Savings - Meaning, Determinants, Marginal propensity to save, Multiplier, Paradox of thrift, Income and Employment determination.

### Unit 3

15 hrs

**Money and Monetary System:** Role of credit, Financial intermediaries (briefly), Level and Structure of Interest rates, Interest and Macroeconomic equilibrium, Central bank (RBI), Monetary Management and Policy. Fiscal policy – Objectives, Tools, Fiscal variables and the public debt, Co-ordination of Monetary and Fiscal policies.

### Unit 4

12 hrs

**Economic Growth:** Factors determining economic growth, Economic growth models, Capital output ratio and Problems of growth.

### Unit 5

12 hrs

**Policies towards Economic Stability:** Inflation, Types, Causes and Deflation, Control measures of inflation and Deflation, Conflicts between Growth and Stability.

### Suggested References

1. Gupta G. S, *Macroeconomic Theory*, Tata Mc-Graw Hill.
2. Samuelson, Paul, *Economics*, TMH.
3. Dornbush R & Fisher S, *Macroeconomics*, TMH.
4. Blanchard O. J & Stanley Fischer, *Lectures on Macro-economics*, TMH.
5. Dwivedi DN, *Managerial Economics*, Vikas publications.
6. J. K. Bhagawathi, *Economics of Underdeveloped Countries*, All India Traveler Book Seller Pubng. Co.
7. A. K. Agarwall, *Indian Economics–Problems of Development and planning*, D.K Publishers.
8. Rangarajan C, *Principles of Macro Economics*, TMH.
9. Vaish M. C, *Macro Economic Theory*, Willey Eastern.
10. Schultze C.L, *National Income Analysis*.
11. Sheth M.L, *Macroeconomic Theory*, S.Chand.
12. Frank R.H, *Principles of Macroeconomics*, TMH.
13. Fischer and Blanchard, *Lecturer an Macroeconomics*, PHI.
14. Turnovsky, *Methods of Macroeconomics Dynamis*, PHI.

## II Semester

Paper	Title of the paper	Instruction Hrs per Week	No. of Credits	Duration of the Exam.	Marks		
					Internal Assessment	Semester End Examn.	Total Marks
CPT-2.1	Human Resource Management	4	4	3	20	80	100
CPT-2.2	Advanced Financial Management	4	4	3	20	80	100
CPT-2.3	Business Research Methods	4	4	3	20	80	100
CPT-2.4	OR & QT for Business Decisions	4	4	3	20	80	100
CPT-2.5	Information Systems and E-Commerce	4	4	3	20	80	100
OEPT-2.6	Offered by other department	4	4	3	20	80	100
	Total	24	24		120	480	600

Note: CPT: Core Paper Theory

OEPT: Open Elective Paper Theory

## CPT 2.1: HUMAN RESOURCE MANAGEMENT

### Objectives

Teaching Hours: 64

1. Help students gain understanding of concepts, principles and practices of Human Resources Management.
2. Train students to manage people at homes, institutions and organisations better.

### Unit 1

12 hrs

**Human Resource Management:** Nature and Scope of HRM. Organisation of HR department, Personal policies and Principles, Skills for HR professionals, Evolution of HRM. Environmental factors impacting HRM – Political, Economic, Social-cultural, and Technological.

### Unit 2

14 hrs

**HR Planning:** Nature, Purpose, Factors impacting and Process of HR. Job analysis - Nature, Purpose, Process. Job Design - Nature and Techniques. Job Evaluation - Nature, Purpose and techniques. Talent Recruitment - Nature, Purpose and Process. Selecting Talent - Nature, Process, Barriers, Making selection effective.

### Unit 3

14 hrs

**Training and Development, Orientation:** Nature, Purpose of Training. Training inputs and Process of training. Management Development Programmes (MDPs) and Techniques. Career management and Talent management. Performance appraisal and Management - Process, Challenges and ways of overcoming challenges. Employee engagement and Empowerment - Types and Benefits.

### Unit 4

14 hrs

**Compensation Management:** Philosophy, Components, Influencing factors, Wage concepts, Incentives, Types of Incentives. Employee Benefits and Services, Types and Principles. Safety and Health of Employees - Causes of accidents and ways of preventing accidents. Health - Physical, mental, Noise control. Managing Separators and Right sizing.

### Unit 5

10 hrs

**Industrial Relations:** Causes for disputes, ways of solving disputes. Challenges of HRM - Outsourcing, Business Process Outsourcing (BPO) and Call centers, Diversity, Knowledge management, Feminizing workforce.

### Suggested References

1. Garry Dessler, *Human Resource Management*, PHI.
2. David A, Decenzo and Stephen P. Robbins, *Personnel/Human Resource Management*, PHI.
3. Cynthia D. Fisher, etal, *Human Resource Management*, Houghton Mifflin Co.
4. David Ulrich, *Human Resource Management Champions*, Harvard Business Scholl Press.
5. Dave Ulrich and Wayne Brockbank, *The HR Value Proposition*, Harvard Business School Press.
6. Aswathappa K, *Human Resource Management*, TMH.
7. Subba Rao P, *Personnel / Human Resource Management*, HPH.
8. Rao V.S.P, *Human Resource Management*, Excel Books.

## CPT 2.2: ADVANCED FINANCIAL MANAGEMENT

### Objectives

Teaching Hours: 64

1. Impart knowledge in advanced techniques of financial management.
2. Enable the students apply the techniques in financial decision making.

### Unit 1

12 hrs

**Introduction to FM:** Meaning, Scope, Objectives and Financing decisions. Capital structure – Factors, Firm valuation – Net Income (NI) approach, Net Operating Income (NOI) approach, The Traditional approach, Modigliani Miller (MM) hypothesis. Capital structure planning and policy – Elements of capital structure, EBIT – EPS approach, Valuation approach, Cash flow approach.

### Unit 2

14 hrs

**Investment Appraisal Decisions:** Nature, Types, Evaluation criteria – Discounted Pay Back Period (DPBP) Net Present Value (NPV), Internal rate of Return (IRR), Modified IRR, and Profitability Index (PI). Complex investment decisions - Different Project Lives, Investment Timing and Duration, Replacement of an asset. Investment decisions under Inflation and Capital Rationing.

### Unit 3

12 hrs

**Risk Analysis in Capital Budgeting:** Nature and Sources of risk, Tools for measuring risk. Risk Adjusted Discount Rate (RADR), and Certainty and Equivalent (CE) Approach. Risk analysis in practice - Sensitivity analysis, Scenario analysis, Simulation analysis, Decision tree, Utility theory and Capital budgeting.

### Unit 4

14hrs

**Working Capital Management:** Determination of working capital – Net working capital method, and Weighted operating cycle method; Cash cycle; Approaches to finance current assets. Cash Management - Objectives, Motives, Cash budget, Computation of Optimum Cash Balance using Baumol and Miller & Orr model, Selection of short-term Investment Avenues. Receivables Management – Objectives and Modes of payment, Credit policy variables (feasibility of changes), Evaluation of individual accounts. Inventory management – Motives, Cost of holding inventory, Tools of inventory control -EOQ, ABC Analysis. Sources of working capital.

### Unit 5

12 hrs

**Dividend Decision:** Dividends and Firm valuation – Walter's model, Gordon's model, Modigliani Miller (MM) hypothesis. Derivatives for managing financial risk – Derivatives & Risk hedging, Hedging instruments–Options, Futures, Forwards & Swaps, benefits of derivatives (briefly).

### Suggested References

1. Weston & Brigham, *Essentials of Managerial Finance*, The Dryden Press.
2. James Vanhorne, *Fundamentals of Financial Management*, Prentice Hall Inc.
3. John Hampton, *Financial Decision Making – Concepts, Problems & Cases*, PHI.
4. Schall & Haley, *Financial Management*, McGraw Hill, New York.
5. Brealey & Myres, *Principles of Corporate Finance*, McGraw Hill, New York.
6. Ross S.A., Westerfield, R.W. and Jordan, B.D., *Fundamentals of Corporate Finance*, TMH.
7. Ehrhardt, and Brigham, *Corporate Finance–A Focussed Approach*, Thomson South-Western.
8. Prasanna Chandra, *Financial Management, Theory and Practice*, Tata McGraw Hill.
9. Khan & Jain, *Financial Management*, Tata McGraw Hill.
10. Sudarsana Reddy G, *Financial Management – Principles and Practice*, HPH.
11. I.M. Pandey, *Financial Management*, Vikas Publishing House.
12. Chakraborty & others, *Financial Management and Control*, McMillan India Ltd.

### CPT 2.3: BUSINESS RESEARCH METHODS

#### Objectives

Teaching Hours: 64

1. Enable students understand the process of business research.
2. Build skills required for doing business research in the corporate world.

#### Unit 1

12 hrs

**Business Research:** Concept of Business Research, Need to study business research, Features of good research, Importance of research in business decisions, Business research process, Research as a scientific method, Types of research approaches and Value of research.

#### Unit 2

14 hrs

**Formulation of Business Research Problem and Sample Design:** Defining business research problem, Review of literature and Formulation of hypothesis. Sample Design –Nature of sample, Censes v/s Sampling, Characteristics of good sample, Pros and Cons of Sampling, Probability and Non-probability Sampling, Sample size, Sampling and non-Sampling Errors

#### Unit 3

14 hrs

**Data Collection and Processing in Business Research:** Methods and Techniques of data collection-Primary and Secondary data, Questionnaire designing and Development, Attitude Measurement and Scaling.

**Data Processing and Analysis in Business Research:** Editing, Coding, Data Entry, Tabulation, Cross-tabulation, Data Presentation, Multivariate analysis, Regression analysis, Discriminant analysis, Factor analysis and Cluster analysis.

#### Unit 4

14 hrs

**Testing of Hypothesis:** Parametric vs. Non-parametric tests. Procedure for testing of Hypothesis - Tests of significance for Small and Large samples, Application, t- test, z- test, F- test, ANOVA-One way and Two way classifications and Chi-square test (practical problems). U-test, H-test, K-S test, Wilcoxon rank sum test (W-Test) (only conceptual and theoretical understanding)

#### Unit 5

10 hrs

**Report Writing in Business Research:** Importance of report, Functions of report, Types of report - Technical report (thesis/dissertation), Popular report, Interim report, Summary report, Research abstract, Research article - Planning report writing - Contents of research reports. Use of SPSS for Business Research

#### Suggested References

1. William G. Zikmund, *Business Research Methods*, Thomson.
2. Cooper D.R, and Schindler P.S, *Business Research Methods*, TMH.
3. Uma Sekaran, *Research Methods for Business*, John Wiley and Sons Inc, New York.
4. Richard L, and David S.R, *Statistics for Management*, Pearson Education.
5. Amir D. A and Jayavel S, *Complete Business Statistics*, TMH.
6. Krishnaswami O R and Ranganatham M, *Methodology of Research in Social Sciences*, HPH.
7. Murthy S N and Bhojanna U, *Business Research Methods*, Excel Books.
8. Swain A K P C, *A Text Book of Research Methodology*, Kalyani Publishers.
9. Gupta S.P, *Statistical Methods*, Sultan Chand and Sons.
10. C.R. Kothari, *Research Methodology-Methods & Techniques*, Vishwa Prakashan.
11. Dipak Kumar and Bhattacharya, *Research Methodology*, Excel Books.

## CPT 2.4: OR & QT FOR BUSINESS DECISIONS

### Objectives

1. Impart students with knowledge of concepts and tools of OR and QT.
2. Make students apply these in managerial decision making.

Teaching Hours: 64

### Unit 1

12 hrs

**Operations Research:** Historical development of Operations Research, Definition, Nature, Characteristics, Phases, Methodology, Advantages of OR. Decision making and Quantitative techniques. Probability- Basic rules, Random variables, Probability distributions, Expected value, Variance, Normal distribution.

### Unit 2

12 hrs

**Linear Programming:** Meaning and Assumptions of Linear Programming; Formulation of Problem, Graphical method, Simplex method of solution. Geometric Progression, Product mix problems, other managerial applications.

### Unit 3

14 hrs

**Network Analysis:** Introduction, Origin and uses of Network analysis, PERT, CPM, Drawing the network activity times, Event times, Critical path, Determination of Floats – Total, Free and Independent, Resource analysis and Allocation-cost time trade off and Crashing. Software packages (Description only)

### Unit 4

12 hrs

**Game Theory:** Introduction, Payoff, Types of games, The Maxmin–Minmax Principle, Game without saddle point, 2x2 games without saddle point and Limitations of game theory.

### Unit 5

14 hrs

**Transportation:** Introduction, Mathematical formulation, Optimal solution-North West Corner rule, Least cost or Matrix minima method, Vogel's approximation method and Modi Method.

**Replacement Models:** Introduction, Replacement of assets that deteriorate with time, Discrete cases when time value of money is not considered and when time value of money is considered. Replacement of items that fail suddenly.

### Suggested References

1. Srivastava V. K. et al, *Quantitative Techniques for Managerial Decision Making*, Wiley Eastern Ltd.
2. Richard, I.L and Charles A.K, *Quantitative Approaches to Management*, McGraw Hill, Kogakusha Ltd.
3. Budnik, Frank S Dennis Mcleaavey, Richard Mojena, *Principles of Operation Research*, AIT BS.
4. Sharma J K, *Operation Research- Theory and Applications*, McMillan, New Delhi.
5. Kalavathy S, *Operation Research*, Vikas Publishing Company.
6. Gould F J, *Introduction to Management Science*, Englewood Cliffs N J Prentice Hall.
7. Naray J K, *Operation Research, Theory and Applications*, McMillan.
8. Vohra N.D, *Quantitative Techniques in Management*, The McGraw Hill companies.
9. Bierman, Bonini and Hausman, *Quantitative Analysis for Business Decisions*, Homewood, Ill., Irwin.
10. Taha, Hamdy A, *Operations Research: An Introduction*, Prentice all of India.

## CPT 2.5: INFORMATION SYSTEMS AND E-COMMERCE

### Objectives

Teaching Hours: 64

1. Expose students to the world of E- commerce.
2. Enable them to adopt E- Commerce technology in business.

### Unit 1

14 hrs

**Information Systems:** Information Systems in business, Operating support systems, Management support systems, Expert systems. Business Information Systems – Marketing Information system, HRIS, Accounting and Financial information systems. Developing Information systems - Systems Analysis and Design, SDLC – Types. Introduction to ERP

### Unit 2

12 hrs

**Information Technology:** A managerial overview of IT. Computer Systems - Components, Peripherals, Software, Telecommunications, Technology alternatives, Internet worked enterprises. The Internet, Introduction to cloud computing. The Information Technology Act 2006.

### Unit 3

13 hrs

**Accounting Software:** Need for Accounting software, Classification of Accounting Packages / Software and Software used in each classification, Factors considered before sourcing an accounting software, Areas using accounting software's widely.

### Unit 4

12 hrs

**E-Commerce:** History, Introduction, Advantages, and Disadvantages of E-Commerce. Transition to E-Commerce in India, Some pioneering Indian case Studies, E-transition Challenges for Indian Corporate.

### Unit 5

13 hrs

**E-Marketing:** Traditional Marketing, Identifying Web Presence Goals, The Browsing Behaviour Model, Online Marketing, E-Advertising, Internet Marketing Trends, Target Markets, E-Branding, Marketing Strategies and Supply chain management.

### Computer Programming Lab:

1. Creating Company, Ledger, Groups Voucher using.
2. Creating Unit, Stock, Categories, Items.
3. Calculation of Input and Output VAT using Tally.
4. Preparation of Invoice, Payroll and Displaying various Financial and Inventory Reports.
5. Creating E-mail Account.
6. Practical Aspects on How E-payment System Works in Real Business World – Analyzing Cases.

### Suggested References

1. O' Brien James, *A Management Information Systems*, Tata Mc Graw Hill .
2. Laudon and Laudon, *Management Information Systems*, Prentice Hall of India.
3. Gordan B Davis, *Management Information Systems*, Mc Graw Hill International.
4. Sadagopan S, *Management Information Systems*, Prentice Hall of India.
5. Martin J, *Management Information Systems*, Prentice Hall of India.
6. Murthy. CVS, *Management Information System*, Himalaya Pub. House.
7. Effy. OZ, *Management Information System*, Golgotia Publications Pvt. Ltd.
8. Reynolds George W. and Ralph M. Stair, *Principle of Information Systems*, Thomson Course Technology.
9. Prasad L.M and Usha Prasad, *Management Information System*, Sultan Chand and Sons.
10. Sadagopan. S, *ERP – A Managerial Perspective*, TMH.
11. *Learn a ERP – Demystified*, TMH.
12. Henry Chan, et. al, *E-Commerce Fundamentals and Applications*, Wiley Publication.
13. Gary P. Schneider, *E-Commerce*, Thomson Course Techniques.
14. Joseph P.T, *E-Commerce - A Managerial Perspectives*, PHI.
15. Sandeep Krishnamurthy, *E-Commerce Management*, Vidya Vikas Publication.
16. Jibitesh Mishra , *E-Commerce*, Macmillan Publishers Ltd.



**OPEN ELECTIVE PAPER THEORY**

**OEPT 2.6: Offered by other department**

### III Semester

Paper	Title of the paper	Instruction Hrs per Week	No. of Credits	Duration of the Exam. (Hrs)	Marks		
					Internal Assessment	Semester End Examn.	Total Marks
CPT- 3.1	Strategic Management	4	4	3	20	80	100
CPT- 3.2	Entrepreneurship Development	4	4	3	20	80	100
SPT- 3.3	Elective Paper - I	4	4	3	20	80	100
SPT- 3.4	Elective Paper - II	4	4	3	20	80	100
SPT- 3.5	Elective Paper - III	4	4	3	20	80	100
OEPT-3.6	Offered by other departments	4	4	3	20	80	100
	Total	24	24		120	480	600

Note: CPT: Core Paper Theory SPT: Special Paper Theory (Electives) OEPT: Open Elective Paper Theory

### CPT 3.1: STRATEGIC MANAGEMENT

#### Objectives

Teaching Hours: 64

1. Help students gain knowledge about concept of strategy and the basic inputs required for formulating strategy.
2. Provide students with knowledge on implementing corporate strategic decisions effectively and also familiarise them with the issues and practices involved.

#### Unit 1

12 hrs

**Strategic Management:** Elements, Levels of strategy, Process of strategic management. Improvement in decision making and Strategists' role in Strategic management. Strategic Leadership and Decision making. Strategy Formulation-Vision/Mission, Purpose, Objective/Goals; Strategic Intent. Strategic Business Unit; Functional level strategies, Global issues in Strategic Management.

#### Unit 2

14 hrs

**Environmental Analysis:** Components of environment. Environment scanning – Process and Objectives. Organizational appraisal, Strategic advantage analysis and Diagnosis, SWOT analysis, Environmental Threat and Opportunity Profile (ETOP), Synergy and Dysergy, GAP Analysis, Porter's Five Forces Model of competition, Factors driving industry change. Strategic groups - Types of group within industries. McKinsey's 7s Framework, Distinctive competitiveness, Competitive advantage and Value chain, Benchmarking service blue printing; and Selection of matrix

#### Unit 3

16 hrs

**Strategy Formulation and Choice of Alternatives & Functional Strategies:** Corporate level strategies – Integration, Diversification, Mergers & Acquisitions, Takeover, Strategic alliances, Joint strategies; Turnaround, Divestment and Liquidation strategies. Process of strategic choice, industry, Competitor and EFE Matrix, IFE Matrix, CPM, SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, Grant Strategy Matrix and factors affecting strategic choice. Generic Business Level Strategies - Cost leadership, Differentiation, and focus strategy. Business Process Re-engineering (BRP) and Core Process Re-engineering (CPR) (Briefly).

#### Unit 4

12 hrs

**Strategy Implementation:** Issues in strategy implementation. Methods of resource allocation-BCG Matrix, GE 9 Cell Matrix and Market Life Cycle-Competitive strength Matrix. Structural implementation - Organizational design and change, Project, Procedural, Behavioural, and Functional & Operational Implementation. Inter-relationship between Formulation and Implementation, Challenges of strategy Implementation. Corporate Culture, Values, Power and politics.

#### Unit 5

10 hrs

**Strategy Evaluation and Control:** Nature and Benefits strategy evaluation and control, Types of organisational control. Process of strategic control, and Strategic audit.

#### Suggested References

1. Arthur A. Thomson and A J Stikland, *Strategic Management*, TMH.
2. Hill and Jones, *Strategic Management – An Integrated Approach*, Biztantra.
3. John A Perce and Richard B Robinson, *Strategic Management – Strategy Formulation and Implementation*, AITBS.
4. David, Fred R, *Strategic Management*, Prentice Hall, New Jersey.
5. Glueck, William F and Lawrence R. Jauch, *Business Policy and Strategic Management*, TMH.
6. Christensen C.R., etal, *Business Policy: Text & Cases*, Richard D. Irwin, Inc., Homewood, Illinois.
7. Michal.E.Porter, *The Competitive Advantage of Nations*, Macmillan.
8. Coulter, Mary K. *Strategic Management in Action*, Prentice Hall, New Jersey.
9. H. Igor Ansoff, *Implanting Strategic Management*, Prentice Hall, New Jersey.
10. Kazmi, Azhar, *Business Policy*, TMH
11. Bhattacharya and Venkataramani, *Managing Business Enterprises: Strategies, Structures and Systems*, Vikas
12. Budhiraja S.B. and M. B. Athreya, *Cases in Strategic Management*, TMH.
13. Sharma R.A *Strategic Management in India Companies*, Deep & Deep Publications.

### CPT 3.2: ENTREPRENEURSHIP DEVELOPMENT

#### Objectives

Teaching Hours: 64

1. Help students understand various concepts of entrepreneurship and its role in economic development.
2. Provide students with various types of support available for entrepreneurs and inculcate the spirit of entrepreneurship in students.

#### Unit 1

14 hrs

**Entrepreneurship:** Nature of Entrepreneur and Entrepreneurship, Development of Entrepreneurship, Qualities of entrepreneur, Entrepreneurial decision process, Types of Entrepreneur, and the Role of Entrepreneurship in Economic Development. Entrepreneurial career and Education, Ethics and Social responsibility of an entrepreneur. The entrepreneurial process, Causes for interest in Intrapreneurship, Comparison of Entrepreneur, Intrapreneur and Traditional manager, Climate for Intrapreneurship, Qualities of Intrapreneurial leader and Establishing Intrapreneurship in a firm.

#### Unit 2

12 hrs

**Creativity and the Business Idea:** Sources of new ideas, Methods of generating ideas, Opportunity recognition, Product planning and development process. The Business Plan - Who should prepare, who reads and factors considered for evaluating business plan by potential investors, Preparation of and Implementing the business plan; and the reasons for failing some business plans.

#### Unit 3

12 hrs

**Forms of Business Organisation:** Choosing a form of business ownership - Sole trading, Partnership, Limited Liability Partnership (LLP), Co-operative Society, Company and Legal formalities registration. Sources of Capital - Debt or Equity financing, Personal funds, Family and friends, Venture capitalists, Private equity, Commercial Banks and Government.

#### Unit 4

12 hrs

**Government Policy towards Entrepreneurs:** Facilities provided by different Institutions and Agencies in India, financing, marketing and other facilities for new enterprises. Government support during five year plans (briefly). Institutional Support System - major promotion agencies DIC, SISIs, NISIET, EDIT, NIESBU, TCOs and KVIC.

#### Unit 5

14 hrs

**Managing and Growing the New Venture:** New Entry – Generation and exploitation; Risk reduction strategies new entry and exploitation. Growth strategies, Implication of growth for the firm, overcoming pressures on resources-HR, Finance, and Time. Using external parties for growth – Franchising, Joint Ventures, Mergers & Acquisitions, Leveraged buyout (briefly). Going public – Alternative ways, Advantages and Disadvantages of going public.

#### Suggested References

1. Hisrich R.D., Peters P.P and Shepherd, *Entrepreneurship*, TMH.
2. David H.H, *Entrepreneurship-New Venture Creation*, PHI.
3. Gupta and Srinivasan, *Entrepreneurship Development in India*, Sultan Chand and Sons.
4. *Developing Entrepreneurship-Issues and Problems*, NISIET, Hyderabad.
5. Jain and Varshney, *Entrepreneurship Development-An Indian Perspective*, HPH.
6. Peter Kilby, *Entrepreneurship and Economic Development*, The Free Press.
7. Jules Backman, *Entrepreneurship and the Outlook for America*, Tata McGraw Hill.
8. McClelland D.C, *The Achieving Society*, D. Van Nostrand & Co, New York.
9. Vasanth Desai, *Dynamics of Entrepreneurial Development and Management*, HPH.
10. Schumpeter J, *The Theory of Economic Development*, Harvard University Press.
11. Hadimani R.N, *Dynamics of Industrial Entrepreneurship*, Ashish Publishing House.
12. Peter Drucker, *Innovation and Entrepreneurship-Practice & Principles*, Heinemann, London.
13. S.S. Khanka, *Entrepreneurial Development*, S. Chand and Co.

**OPEN ELECTIVE PAPER THEORY**

**OEPT 3.6: Offered by other department**

### IV Semester

Paper	Title of the paper	Instruction Hrs per Week	No. of Credits	Duration of the Exam. (Hrs)	Marks		
					Internal Assessment	Semester End Examn.	Total Marks
CPT- 4.1	International Business	4	4	3	20	80	100
CPT- 4.2	Business Ethics and Corporate Governance	4	4	3	20	80	100
SPT- 4.3	Elective Paper - IV	4	4	3	20	80	100
SPT- 4.4	Elective Paper - V	4	4	3	20	80	100
SPT- 4.5	Elective Paper - VI	4	4	3	20	80	100
CPD-4.6	Dissertation*		4		20 (Viva-voce)	80 (Report)	100
	Total	20	24		120	480	600

Note: CPT: Core Paper Theory SPT: Special Paper Theory (Electives) CPD: Dissertation/ Project Work

## CPT 4.1 INTERNATIONAL BUSINESS

### Objectives

Teaching Hours: 64

1. Familiarize students with the concepts, functions and practices of international business.
2. Enable them get global perspective on issues related to business.

### Unit 1

13 hrs

**International Business:** Evolution, Nature, Importance, Dimensions of IB and Central Actors in IB; Differences between Domestic and IB; Trade in goods and services; state Trading in International Business. Theories of IB – Mercantilism, Absolute Advantage, and Comparative cost Advantage Hecksher-Ohlin Model. The New Trade Theory, Porter’s Diamond Model, and National Competitive Advantage.

### Unit 2

12 hrs

**Global Environment:** Why firms go global, Routes of globalization, Active players in global business. Entry Strategies/Modes - Introduction, selecting an entry mode, establishing a wholly owned subsidiary, strategic alliances. Organization of International Business - Organizational structure, Organizational culture and Synthesis. Strategy and Architecture, Organizational change.

### Unit 3

16 hrs

**International Human Resource Management (IHRM):** Nature and Scope of IHRM. Comparison of IHRM and Domestic HRM. HR planning, Expatriate - Selection, Training, and Remuneration; Expat failures and Ways of avoiding; Repatriation. International Financial Management - Nature and Scope of IFM. The International Monetary System - The gold standard, the Bretton woods system, Fixed vs. Floating exchange rates. International Marketing - Nature and Benefits of international marketing. Market assessment, Product decisions, Promotion decisions, Pricing decisions, and Distribution decisions. Financing Foreign Trade - India’s foreign trade, Balance of trade and Balance of payments, Financing Export trade and Import trade.

### Unit 4

12 hrs

**Integration between Countries:** Levels of economic integration, Impact of Integration. Regional economic integration in Europe, Regional economic integration in Americas, Regional economic integration in elsewhere. WTO–Functions, Structure, Agreements, Implications for India. International Strategic Alliances – Nature, Scope, Benefits and Pitfalls; Managing alliances.

### Unit 5

11 hrs

**Negotiations in IB:** Negotiations and Communication, Cross-cultural Negotiation process, Planning and Preparation for Negotiation, Managing Negotiations, Negotiating skills, Re- Negotiation, Arbitration of Disputes, and Comparative (Cross-Cultural) Negotiating styles

### Suggested References

1. Charles W Hill, *International Business: Competing in the Global Market Place*, McGraw-Hill.
2. Czinkota, etal, *Global Business*, Dryden Press.
3. Aswathappa, K, *International Business*, TMH.
4. P.Subba Rao, *International Business*, HPH.
5. Charles W L Hill, *Global Business Today*, TMH.
6. Daniels, J.D, Radebaugh L.H, *International Business: Environments and operations*. Addison Wesley.
7. Don Ball and Wendell McCulloch, *International Business*, McGraw – Hill.
8. Michael R Czinkota et.al, *International Business*, Thomson South Western.
9. Anant K Sundaram /J, Stewart Black, *The International Business Environment*, PHI.
10. Janet Morrison, *International Business Environment*, Macmillan.
11. A.V. Vedipurishwar, *The Global CEO*, Vision Books.

## CPT 4.2 BUSINESS ETHICS AND CORPORATE GOVERNANCE

### Objective

Teaching Hours: 64

1. Make students conscious about ethical values in real life and in business.
2. Familiarise gamut of corporate governance practices in modern business world.

### Unit 1

12 hrs

**Ethics in Business:** Meaning, Nature, Scope, Need/Importance of business ethics, Types of ethics Factors influencing ethical decisions. Model of ethics; Ethical performance in business; Ethical Congruence; Managerial Values and Attitudes; Managerial philosophy and Code of ethics.

### Unit 2

12 hrs

**Ethical Theories:** Cognitivism and Non-cognitivism; Consequentialism vs. Non-consequentialism, Utilitarianism; Kantianism vs. Utilitarianism; Religion & Ethics; Business and Religion; Diagnostics model of social responsiveness; Four faces of social responsibility, Ethical climate in companies.

### Unit 3

16 hrs

**Ethics Dilemmas in various Disciplines:** Marketing - Ethical dilemmas and Unethical / Deceptive marketing practices; Ethical and Social issues in advertising, Role of consumerism. Finance - Ethics in Finance, Unethical financial practices, Creative accounting, Hostile takeovers, Tax evasion- Corporate crimes. HRM - HR system, Psychological expectancy model, Ethical dilemmas and Unethical HRM practices. Information Technology – Ethical dilemmas IT, Unethical issues in computer applications; Software piracy and Hacking. Ethical issues – Suppliers and Competitors.

### Unit 4

14 hrs

**Corporate Governance (CG):** Origin, Nature, Scope, Objectives, Factors influencing and Mechanisms of CG. CG and Agency theory, Elements and Benefits of good CG. Reports of Committees on CG - Cadbury, Birla, Naresh Chandra, and Narayana Murthy Committee (summary). Listing agreement and Stock exchange, Role of SEBI, Constitution of Board, Board Committees, Constitution, Need, Duties and Responsibilities.

### Unit 5

10 hrs

**Company Law and Governance Practices:** Companies Amendment Act and Bill, Governance practices in buy-back of shares, Business mergers and amalgamations, Takeovers, Corporate Restructuring, Role of financial institutions in enforcing code of corporate governance.

### Suggested References

1. Buckholz, Rogene A, *Fundamental Concepts and Problems in Business Ethics*, PHI.
2. Fernando A.C, *Corporate Governance – Principles, Policies, and Practices*, Pearson Education.
3. Andrew Crane and Dirk Matten, *Business Ethics*, Oxford University Press.
4. Hartman Laura P, *Perspectives in Business Ethics*, TMH.
5. Desjardins, Joseph R, *Contemporary Issues in Business Ethics*, Wadsworth Publishing Co.
6. S K Charkraborty, *Ethics in Management: Vedantic Perspective*, Oxford University Press.
7. Theophane A. Mathias, *Corporate Ethics*, (Ed) Allied. Publishers.
8. Beauchamp Tom L, *Ethical Theory and Business*, Prentice Hall.
9. R.A.G. Monks and N. Minow, *Corporate Governance*, Blackwell Publishing.
10. C.V. Baxi, *Corporate Governance*, Excel Books.
11. Singh S, *Corporate Governance-Global Concepts and Practices*, Excel Books.
12. Sanjiv Agarwal, *Corporate Governance-Concept and Dimensions*, Snow White Publications.
13. Fernando A.C, *Corporate Governance*, Pearson Education.
14. L. T. Hosmer, *The Ethics of Management*, Universal Books.
15. C.S.V Murthy, *Business Ethics*, HPH.
16. *Report on Corporate Governance*, Confederation of India Industry.
17. *Report of the Cadbury Committee on Financial Aspects of Corporate Governance*, London Stock Exchange.



**Specialisation Group I: ACCOUNTING AND TAXATION (AT)**

**Specialisation Group II: ACCOUNTING AND FINANCE (AF)**

**SPT 3.3 - AT.1 / AF.1 STRATEGIC COST MANAGEMENT**

**Objectives**

**Teaching Hours: 64**

1. Help students understand the importance of costing in gaining competitive advantage.
2. Enable students to formulate strategies related to cost reduction and pricing decisions.

**Unit 1**

**08 hrs**

**Introduction to SCM:** Importance of analysing cost, Managing costs and Cost as a source of Competitive advantage. Cost management: Areas of cost management, Cost management and Cost accounting, Tools and Techniques of cost management, Role of Cost Accounting in Strategic planning and Management control.

**Unit 2**

**14 hrs**

**Activity Based Costing:** Inadequacies of Traditional Methods of overhead absorption. Concept of ABC, Kaplan and Cooper's approach to ABC Cost drivers and Cost pools, Main activities and its Cost drivers, Allocation under ABC- Characteristics, Steps in designing an ABC System, Comparison of Traditional and ABC Product costs, Implementation, Benefits and Limitations of ABC (problems). ABC and External reports. Customer profitability analysis (problems).

**Unit 3**

**14 hrs**

**Pricing Strategies:** Pricing policy and Process of pricing. Product cost categories, Costing and Pricing approaches, Cost plus pricing, Target costing for target pricing, Transfer prices and budgeting planning and Control, Multinational pricing market-based transfer prices, Cost based Transfer prices. Factors influencing pricing decisions. Transfer Pricing – Necessity and Benefits transfer pricing, Methods of transfer pricing, Guarding Principles in the fixing transfer prices international transfer pricing (simple problems).

**Unit 4**

**14 hrs**

**Target Costing:** Nature of target costing, Target Costing Vs. Traditional Cost Management Process. Target costing methodology, Methods of establishment of costs - Market Driven, Product Level, Component Level target costing. Incorporating Customer Input into Target Costing; Target Costing and Kaizen costing. Kaizen Costing-Concept, Process and Importance of Kaizen Costing. Product Specific and Overhead Specific Kaizen Costing; Inter Organisational Implication of Kaizen Costing; Applying Kaizen Costing to Suppliers.

**Unit 5**

**14 hrs**

**Life Cycle Costing:** Meaning, Activities and Phrases in product life cycle, Product life cycle and Cost control (problems). Just in time (JIT) approach - Concept, Philosophy of JIT, Sources of waste, Aims and Objectives of JIT methodology in implementation of JIT, Limitations of JIT Costing. Business Process Re-engineering (BPR) – Nature, Elements, Rationale, Methodology, Benefits and Limitations of BPR. TQM - Core concepts, and Benefits; Value Chain analysis, and Flexible Manufacturing System (briefly).

### **Suggested References**

1. Blocher, Stout, and Cokins, *Cost Management – A Strategic Emphasis*, McGraw Hill.
2. Garrison, Noreen, and Brewer, *Managerial Accounting*, TMH.
3. Horngren, Foster and Datar, *Cost Accounting: A Managerial Emphasis*, PHI.
4. Edward Blocher, *Cost Management; A Strategic Emphasis*, TMH.
5. Govindraj, et al., *Strategic Cost Management*, Free Press.
6. John K S and Govindarajan V, *Strategic Cost Management*, Free Press Publication.
7. Charles T. Horngren, et al, *Introduction to Management Accounting*, PHI.
8. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
9. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
10. Mukhejee & Roychowdhury, *Advanced Cost and Mgt. Accountancy*, New Central Book Agency.
11. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd.
12. Anthony, Robert N, and Govindraj, Vijay, *Management Control System*, TMH
13. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Co., New York
14. Ravi M Kishore, *Advanced Management Accounting*, Taxman Publications.
15. Ravi. M. Kishore, *Cost Management*, Taxman, Allied Services (P) Ltd.,
16. Drury and Colin, *Management Accounting and Control*, Thomson Learning.
17. Hansen and Mowen, *Cost Management*, Thomson Learning.
18. Jain and Narang, *Advanced Cost Accounting*, Kalyani.
19. John K. Shank, *Cases in Cost Mgt: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.
20. Kalpan and Aatkinson, *Advanced Management Accounting*, PHI.
21. Kaplan, Atkinson and Young, *Management Accounting*, Pearson Education
22. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.

**Specialisation Group I: ACCOUNTING AND TAXATION (AT)**

**Specialisation Group II: ACCOUNTING AND FINANCE (AF)**

**SPT 3.4 - AT.2 / AF.2 INNOVATIONS IN ACCOUNTING**

**Objective**

**Teaching Hours: 64**

1. Make students familiar with the various innovations taking place in the field of accounting.

**Unit 1**

**12 hrs**

**Accounting for Price Level Changes:** Limitations of Conventional Financial statements. Inflation accounting and Price level accounting, Methods of accounting for changing prices, CPP method, CCA method and Hybrid method, Price level accounting and Indian Practices.

**Unit 2**

**12 hrs**

**Human Resource Accounting (HRA):** Concept, Need, Importance, Objectives, and development of HRA, Methods for valuation of human resources, Financial disclosure of human resources, HRA practices in India.

**Unit 3**

**14 hrs**

**Corporate Social Accounting :** Limitations of Conventional accounting, Concept and Objectives of Social accounting, Social responsibilities of business, Social accounting measures and Approaches, Preparation of social income statement and balance sheet, Social accounting and Reporting practices in Indian context. Environmental Accounting – Environmental concerns and Need for green accounting; Concept and objectives of environmental accounting, Shadow pricing techniques and preparation of environmental balance sheet.

**Unit 4**

**14 hrs**

**Accounting for Intangibles:** Concept and Importance of intangibles in corporate success. Concept and Objectives of Intangibles accounting, Types of intangible assets, Methods of intangible accounting and amortization practices with reference to goodwill, patents, etc. Brand accounting - Brand as strategic assets, Need and Importance of brand accounting, Methods of valuation of Homegrown and Acquired brands, Brand accounting and Indian corporate practices.

**Unit 5**

**12 hrs**

**Forensic Accounting:** Introduction to Forensic accounting, Role of forensic accountant. Introduction - to the Courts and legal system in India and to the resources and technology available, Expert Witness Assignments, Fraud, Theft and Other Financial Investigations.

**Suggested References**

1. Estes Ralph, *Corporate Social Accounting*, John Willey, New York.
2. Geidler L.J., and Geidler L.N., *Social Accounting: Theory, Issues and Cases*, Melville, Los Angeles.
3. Ghosh PK, Maheshwari GC and Goyal RN, *Studies in Accounting Theory*, Wiley Eastern Ltd.
4. Jain and Narang, *Accounting Theory*, Kalyani Publishers.
5. Jawahar Lal and Lele, *Accounting Theory*, HPH.
6. Kapferer J.N., *Strategic Brand Management- A New Approach to Creating and Evaluating Brand Equity*, Abhinava Publishers
7. R.Narasimhan, *Financial Accounting: An Integrated Approach*, PHI.
8. S.N.Maheshwari, *Advanced Accounting*, Vol.II, Vikas Publishing.
9. Sujit Sikidar and Alok K. Pramanik, *Accounting and Auditing*, Deep and Deep Publications.
10. Vithal and Sharma, *Accounting for Management*, Macmillan.

**Specialisation Group I: ACCOUNTING AND TAXATION (AT)**

**Specialisation Group II: FINANCE AND ACCOUNTING (FA)**

**SPT 4.3 – AT.4 / AF.4 ACCOUNTING FOR MANAGERIAL DECISIONS**

**Objectives**

**Teaching Hours: 64**

1. Enable students with the various cost accounting tools and techniques.
2. Build skills in student for using the techniques in managerial decisions.

**Unit 1**

**12 hrs**

**Accounting for Decision making:** Scope and Importance, Database for decision-making, Cost-based decision-making; Concept of marginal cost; Marginal costing and Absorption costing; Income statement under absorption costing and Variable costing

**Unit 2**

**14 hrs**

**Cost-volume Profit and Break-even Analysis:** Cost-volume-profit (CVP) analysis; Break-even analysis; Assumptions and Practical applications of break-even-analysis and CVP analysis. Application of marginal costing for managerial decision; Problem of key factors, Diversification of products, Product mix decision, Make or Buy decisions, Effect of changes in selling prices, Shut down, Continue decision, Application of differential cost analysis.

**Unit 3**

**12 hrs**

**Budgeting and Budgetary Control:** Meaning of budget, Essentials of budgeting, Types of budgets-Functional, Master, etc, Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

**Unit 4**

**12 hrs**

**Standard Costing and Variance Analysis:** Standard costing as a control technique; Setting of standards and their revision. Variance analysis - Meaning and Importance, Kinds of variances and their uses; Material, Labour and Overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and Standard costing.

**Unit 5**

**14 hrs**

**Divisional Performance Analysis:** Decentralized organisations and Responsibility centres-Cost centre, Revenue centre, Profit centre and Investment centre. Responsibility accounting - Importance, Measuring the performance of investment centre – ROI, Residual income and EVA methods; Measuring income and Invested capital; Issues involved in divisional performance evaluation; Rewarding performance of managers.

**Suggested References**

1. Colin Drury, *Management and Cost Accounting*, Thomson Learning.
2. Anthony, Robert, *Management Accounting*, Tarapore-Wala.
3. Jain and Narang, *Advanced Cost Accounting*, Kalyani Publishers.
4. Khan and Jain, *Cost and Management Accounting*, TMH.
5. Horngren, C.T, Gary L. Sundern, and William O. Stratton, *Introduction to Management Accounting*, PHI.
6. Decoster, DT and Elden L, *Management Accounting: A Decision Emphasis*, John Wiley & Sons Inc.
7. Pandey, I.M, *Management Accounting*, Vani Publication.
8. S.N. Maheshwari, *Cost Management*, Sultan Chand & Sons.
9. Horngren, CT, George F, and Srikant M.D, *Cost Accounting: A Managerial Emphasis*, PHI.
10. Lall, B.M., and I.C. Jain, *Cost Accounting: Principles and Practice*, PHI.
11. Ravi M Kishore, *Advanced Management Accounting*, Taxaman.
12. Lynch & Williams, *Accounting for Management – Planning and Control*, TMH
13. Anthony, Robert, *Management Control System*, TMH.
14. Madegowda, J, *Management Accounting*, HPH.

**Specialisation Group I: ACCOUNTING AND TAXATION (AT)**

**SPT 3.5 - AT.3 CORPORATE TAXES AND PLANNING**

**Objective**

**Teaching Hours: 64**

1. Help students understand an integrated view of direct tax laws and apply the laws to business decisions.

**Unit 1**

**10 hrs**

**Basic Frame work of Direct Taxation:** Principles of direct taxation, Appraisal of Annual Finance Act, Tax planning and its Methods, Advance tax rulings.

**Unit 2**

**14 hrs**

**Company Taxation:** Salient Features of Company Taxation, Scheme of taxing business income of companies, Business Deductions/Allowances, Disallowances and Depreciation.

**Computation of Taxable Income of Companies:** Set-off and Carry forward of losses, Deductions under section 80.

**Unit 3**

**14 hrs**

**Tax Planning with respect to Amalgamation and Mergers:** Multinational companies, Double taxation treaties, Joint ventures and Foreign collaborations, Tax consideration in make or buy, Own or lease, Retain or replace, Transfer pricing.

**Unit 4**

**14 hrs**

**Procedure for Assessment:** Deduction of tax at source, Advance payment of tax, Refunds, Appeals and revision.

**Wealth Tax for Companies:** Charging section, Assessment Year, Valuation Date, Incidence of Tax, Assets, Deemed Assets, Assets Exempt from wealth Tax, Valuation of Assets, Rate of Tax, Computation Net Wealth and Wealth Tax Liability.

**Unit 5**

**12 hrs**

**Direct Tax Code and Trends:** An outline of DTC; Recent Revenue and Non-revenue Trends in Direct Taxes.

**Suggested References**

1. Vinod K Singhania and Kapil Singhania, *Direct Taxes Planning & Management*, Taxmann Publications.
2. Meharotra and Goyal, *Direct Taxes – Tax Planning and Management*, Sahithya Bhavan, Agra.
3. B.B Lal, *Direct Taxes Law & Practice*, Kalyani Publications.
4. Girish Ahuja and Ravi Guptha M, *Direct Taxes Law & Practice*, Bharath Publications
5. *Study Materials of ICAI and ICWAI.*

**Specialisation Group I: ACCOUNTING AND TAXATION (AT)**

**SPT 4.4 - AT.5 INDIRECT TAXATION**

**Objective**

**Teaching Hours: 64**

1. Enable the students understand the theoretical and practical aspects of different types of indirect taxes levied in India.

**Unit 1**

**10 hrs**

**Basic Concepts:** Meaning and Features of Indirect Tax; Tax Incidence; Various Indirect Taxes in India; Revenue Trends in Indirect Taxes.

**Unit 2**

**14 hrs**

**Central Excise:** Nature of Excise duty. Historical background of Central Excise, Distinction between – Excise and Customs; Excise and Sales, Tax & Octroi Duty; State Excise and Central Excise. Basics of Excise Duty – Specific, Advalorem, Slabs and Compounded duty; Kinds of Excise duty – Basic, Additional, Special, Administrative, and operations. Central Excise Tariff Act, 1985, Licensing levy, Collection of duty, Power and Duties of Excise officer, Claim for rebate of duty, Assessment. Recovery, Refunds and Remission of Duty, Proforma credit.

**Unit 3**

**12 hrs**

**CENVAT:** Nature, Scheme, Input products, Services, Capital Goods Eligible for CENVAT Credit, Quantum and Mode of Availment of CENVAT Credit, MODAVAT v/s CENVAT, Accounting treatment of CENVAT, Advantages of CENVAT. Warehousing, Self removal procedure, Offences and Penalties. Adjudications, Appeals, Revisions and Reference, Payment of duty under protest and exemptions.

**Unit 4**

**14 hrs**

**Customs Duty:** Nature and Types of Customs Duty. Scope & Coverage of Customs Law, Classification of duty under Customs, History of Customs Act, 1962. Customs Tariff Valuation, Customs Valuation (determination of price of imported goods) Rules 1988, Levy and Exemptions, Prohibition on Import and Export, Special provisions Regarding baggage, Goods imported and Exported by post, Offences and Penalties, Adjudication, Appeals, Revision and Draw back.

**Unit 5**

**14 hrs**

**Service Tax:** Origin, Nature and General Principles of Service Tax. Charge of Service Tax, Different Approaches to Service Tax, Service Tax Registration, Classification of Services, Person liable to pay service tax; Exempted Services, Valuation, Payment of Service Tax, Import and Export of Services and Tax treatment. Filing of Return, Assessment, Penalties and Appeals.

**Suggested References**

1. Bhatia H.L, *Public Finance*, Vikas Publishing House Pvt. Ltd.
2. Datey V.S, *Indirect Tax – Law and Practice*, Taxman's Publication.
3. Dinakara Pogare, *Indirect Tax Laws*, Sultan Chand.
4. B.K. Ghargava, *Indirect Tax Laws*, Taxman Allied Services.
5. Rakesh Bhargava & V. Pattabhiraman, *MODVAT and Credit of Money Scheme*, Taxman.
6. Vinod Singhania, *Income Tax – Law and Practice*, Taxman's Publication.
7. Lal B.B, *Direct Taxes*, Konark Publishers Pvt. Ltd.
8. Balachandran V, *Indirect Taxation*, Sultan Chand and Sons.
9. *Central Excise Guidelines and Procedures*, Nabi Publications.
10. S.P. Bhatnagar, *Customs Law and Procedure*, Contex Publications.
11. Dr. Sanjeev Kumar, *Systematic approach to Indirect Taxes*, Bharat Law house.

**Specialisation Group I: ACCOUNTING AND TAXATION (AT)**

**SPT 4.5 - AT.6 COMMERCIAL TAXES**

**Objectives**

**Teaching Hours: 64**

1. Impart knowledge of taxes levied at State level, particularly in the State of Karnataka.
2. The main focus is on practical aspects of commercial taxes as levied in Karnataka at present.

**Unit 1**

**12 hrs**

**Value Added Tax (VAT):** Meaning, Need and Importance for VAT. Mechanism of VAT Operation, Registration of Dealer; Rates, Forms and Assessment Procedure for VAT, Methods for Computation of Tax, Filing of Returns, Merits and Demerits of VAT.

**Unit 2**

**12 hrs**

**Karnataka VAT (K-VAT):** Highlights and Provisions of State VAT. Registration of Dealer, Assessment, Rates of K-VAT, Rules as amended up to date, Definition Incidence and Levy of tax, Registration, Filing of Returns, Accounts and Documents, Administration and Collection of Tax, Authorities and Appellate Tribunal Appeals, Offences and Penalties, Illustrated Problems.

**Unit 3**

**14 hrs**

**Central Sales Tax (CST):** Objectives and Schemes of CST; Inter State Sale, Intra-State Sale and Stock Transfer; Definitions – Goods, Sales, Deemed Sales, Dealer under CST Act, Sale in the course of Export and Import, Rate of CST, Turnover, Sale price for CST, Inclusions and Exclusions, Goods Returned and Rejected, Goods Eligible for Concessional Rate of CST, Goods of Special Importance; Turnover and CST Payable, Filing of Returns. Illustrated Problems. Karnataka Sales tax (Briefly).

**Unit 4**

**12 hrs**

**Karnataka Tax on Professions, Trades, Callings and Employment:** Definitions, Levy and Charge of tax, Registration and Enrolment, Return, Payment of tax in advance, Assessment of Employer or Person, Penalty for non-payment of Tax and Accounts and Documents.

**Unit 5**

**14 hrs**

**Karnataka Tax on Luxuries:** Definitions, Levy of Tax on Luxury provided in Hotels, Lodging Houses, Health Clubs and Marriage Halls, Return, Assessment, Payment, Recovery and Collection of taxes, Illustrated problems.

**Karnataka Tax on Entertainments:** Definitions, Levy and Collection of Taxes on Various Entertainments, Administration and Authorities, Illustrated Problems.

**Suggested References**

1. Rao MRV, *Value Added Tax*, The Law House, Bhubaneshwara.
2. Purohit C Mahesh, *Value Added Tax*, Gayathri Publications, New Delhi.
3. Puliani Sathpal and Dhariwal M Sanjay, *The Karnataka Value Added Tax Act*, 2003, Karnataka Law Journal Publications, Bangalore.
4. *Commentary on Karnataka Value Added Tax Act, 2003*, Karnataka Law Journal Publications.
5. *The Karnataka Entertainments Tax Act 1958*, Karnataka Law Journal Publications.
6. *The Karnataka Tax on Professions, Trades, Callings and Employments Act 1976*, Karnataka Law Journal Publication.
7. *The Karnataka Tax on Luxuries Act 1979*, Karnataka Law Journal Publication.
8. Manoharam T.N, and Hari G.R, *Income Tax, VAT, Service Tax*, Snow White Publication, Mumbai.
9. Department of Commercial Taxes, Karnataka Value Added Tax Act and Rules.

**Specialisation Group II: ACCOUNTING AND FINANCE (AF)**

**SPT 3.5 – AF.3 SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT**

**Objectives**

**Teaching Hours: 64**

1. Help students develop analytical skills for measuring risk and return of various securities.
2. Enable students acquire skills to construct, manage and revise a portfolio as and when required.

**Unit 1**

**12 hrs**

**Investment Management:** Nature, Scope, Elements, and Avenues of investment. Investment process and Sources of investment information. Return and Risk - Meaning and Measurement of security Return and Risk. Types of Security Risks - Systematic and Unsystematic Risk, Sources of risk (Numerical problems on computation return and risk - standard deviation and beta).

**Unit 2**

**10 hrs**

**Fundamental Analysis:** Meaning of Fundamental analysis, Economy, Industry and Company analysis. Valuation of Securities: Valuation of asset, Basic valuation model. Bonds valuation – Bond value behaviour and Yields. Preference stock and Equity stock valuation (Numerical Problems).

**Unit 3**

**14 hrs**

**Technical Analysis:** Concept and Tools of Techniques analysis. Dow's theory – Types of Trends, Indicators, Odd Lot Trading, Moving Average Rate of Change. Charts – Technical indicators, Charting Techniques. Efficient Market Hypothesis (EMH) - Basic Concepts, Random-Walk Theory, Weak, Semi-strong and Strong form of EMH. Market inefficiencies, EMH and its implications. Technical analysis Vs Fundamental analysis (Numerical problems on select technical analysis tools).

**Unit 4**

**14 hrs**

**Portfolio Management:** Meaning, Need, and Objectives of Portfolio management. Portfolio management process; Portfolio analysis and Selection of securities. Estimating rate of return and Standard Deviation of portfolio; Effect of combining the securities. Portfolio theory -Markowitz Model, Sharpe's Single Index Model and Capital Asset Pricing Model. Efficient Frontier and Selection of Optimal Portfolio (Numerical problems on selection of securities for portfolio, CAPM, Sharpe Single Index Model).

**Unit 5**

**14 hrs**

**Capital Asset Pricing Model:** Capital Market Line, Security Market Line. Risk Free Lending and Borrowings. Factor models - Arbitrage Pricing Theory (APT); Principles of arbitrage, arbitrage portfolios. Portfolio performance evaluation - Measure of return, Risk adjusted Measures of performance evaluation - Sharpe's Model, Treynor's and Jensen's Model for PF Evaluation and market timing (Numerical problems on APT and Portfolio performance evolution).



### **Suggested References**

1. Fischer, D.E, and Jordan, R.J, *Security Analysis and Portfolio Management*, Pearson Ed.
2. Stanely S.C. Huang M.S, *Investment Analysis and Management*, Allyn and Bacon Inco., Massachusetts.
3. Timothy E. Jahanson, *Investment Principles*, Prentice Hall, New Jersey.
4. Jerome B.C, etal, *Investment Analysis and Portfolio Management*, Richard D., Irwin Inc., Illinois.
5. S. Kevin, *Security Analysis and Portfolio Management*, Prentice Hall of India (PHI).
6. Haim L and Marshall S, *Portfolio and Investment Selection Theory and Practice*, PHI International.
7. Pandyan Puneethavarty, *Securities Analysis and Portfolio Management*, Vikas Publisher.
8. Strong R.A, *Portfolio Management Handbook*. South Western College Publishing.
9. Kahn, *Technical Analysis – Plain and Simple* Pearson Ed.
10. Alexander, Sharpe and Bailey, *Fundamentals of Investments*, PHI.
11. Amling, *Fundamentals of Investment Analysis*, PHI.
12. Sharpe, William F, etal, *Investments*, PHI.
13. Shapre, William F, *Portfolio Theory and Capital Markets*, McGraw Hill, New York.
14. Fabozzi, Frank J, *Investment Management*, Prentice Hall, International Edition.
15. Bhalla, *Investment Analysis*, S. Chand & Co.
16. Clark, James Fransis, *Investment-Analysis and Management*, McGraw Hill, International.
17. Gupta, L.C, *Stock Exchange Trading in India*, Society for Capital Market Research and Development, Delhi.
18. Machiraju, H.R, *Working of Stock Exchanges in India*, Wiley Eastern Ltd, New Delhi.
19. Avadhani, VA, *Security Analysis and Portfolio Management*, Himalaya Publishing House.
20. Singh Preeti, *Investment Management*, HPH

## Specialisation Group II: ACCOUNTING AND FINANCE (AF)

### SPT 4.4 - AF.5 INTERNATIONAL FINANCIAL MANAGEMENT

#### Objectives

Teaching Hours: 64

1. Help students understand the need for studying International Finance, foreign exchange market, management of foreign exchange exposure.
2. Make student evaluate international project and finance with sources of international finance.

#### Unit 1

10 hrs

**Introduction to International Financial Management:** Nature, Scope, Significance and Functions of IFM. Need to study International finance. Factors responsible for increased Role of IFM. Role of Global Financial Manager in MNCs, Differences between IFM and Domestic FM.

#### Unit 2

14 hrs

**Foreign Exchange Market:** Features, Participants, and Functions of the Foreign Exchange Market. Foreign Exchange Rate - Meaning, International Parity Conditions, Exchange Rate Determination and Forecasting. Foreign Exchange transactions, sales and purchase transactions—spot and Forward transactions, Hedging, Speculation and Arbitrage operations (Numerical problems on arbitrage and triangular arbitrage).

#### Unit 3

12 hrs

**Management of Foreign Exchange Exposure and Risk:** Nature of exposure and risk. Classification of Foreign Exchange Exposure and Risk – Transaction, Economic and Translation (accounting) exposure. Techniques of foreign exposure management: Internal techniques and External techniques. (Problems on transaction and translation exposure, interest rate arbitrage and Covered interest rate arbitrage).

#### Unit 4

14 hrs

**International Investment Decision:** Basics of International Capital Budgeting, Issues in international investment Analysis, Estimation of Cash Flows. The Cost of Capital, Portfolio Consideration of a Multinational Corporation, Approaches for Evaluation of Foreign Project (Problems on Home and Foreign Currency Approach). Multinational working capital management.-objectives, basic principles, International receivable management and International inventory management (briefly).

#### Unit 5

14 hrs

**International Financial Markets and Instruments:** Introduction to International Financial Markets. Multilateral Developmental Banks and International Banking. International Financial Market Instruments, Sources of International Finance. Euro currency market, Euro credit, Euro Bonds, Euro currency deposits. Euro notes, Euro issues, Foreign Currency Convertible Bonds, Depository Receipts, Global Depository Receipt, GDR issue mechanism, American Depository.

#### Suggested References

1. David K Eiteman and et.al. *Multinational Business Finance*, Pearson.
2. Shapiro, *Multinational Financial Management*, PHI.
3. Madhu Vij, *International Financial Management*, Excel Books.
4. Eun & Resnick, *International Financial Management*, Tata McGraw Hill Co. Ltd.
5. Jeff Madura, *International Financial Management*, South-Western, Cengage Learning.
6. Bhalla V.K, *International Financial Management – Text and Cases*, Anmol Publications.
7. Sharan V., *International Financial Management*, PHI.
8. P K Jain, Josette Peyard and Surendra S Yadav, *International Financial Management*, Mc Millan
9. Apte PG, *International Financial Management*, TMH.
10. Madura, *International Corporate Finance*, Thomson.
11. Clark, *International Finance*, Thomson.
12. Avadhani, *International Finance*, Himalaya Publishing House.
13. Bharati V Pathak, *Indian Financial Management*, Pearson.
14. Buckley, Adrian., *Multinational Finance*, PHI.
15. Seth A.K., *International Financial Management*, New Delhi, Galgotia Publishing Co.
16. Maurice D. Levi, *International Finance*, McGraw Hill, Inc.
17. Eiteman, etal, *Multinational Business Finance*, Pearson Publicationn.
18. Pilbeam Keith., *International Finance*, McMillan Press, Hong Kong.

## Specialisation Group II: ACCOUNTING AND FINANCE (AF)

### SPT 4.5 - AF.6 STRATEGIC FINANCIAL MANAGEMENT

#### Objectives

Teaching Hours: 64

1. Make students understand the importance of strategic perspective in financial management of a firm.
2. Introduce students with concepts and tools for effective formulation, implementation and monitoring of strategic financial management of a corporate.

#### Unit 1

10 hrs

**Strategic Financial Management:** Meaning, Scope, Importance and elements of SFM. Financial planning, Capital allocation and Corporate strategy, Stock vis-à-vis cash dividends.

#### Unit 2

14 hrs

**Corporate Valuation:** Meaning and Approaches to valuation - Adjusted Book Value Approach, Stock and Debt approach, Direct comparison approach, Concept of free cash flow to the firm, Discounted Cash Flow Approach-Two and Three stage valuation models. Valuation of physical assets, Valuation of intangible assets-Brand equity and Human resources (Briefly). Guidelines for Corporate valuation.

#### Unit 3

14 hrs

**Value Based Management (VBM):** Concept, Evolution of VBM, Shareholders value creation - Traditional and Modern Approaches. Value drivers. Approaches to VBM - Marakon Approach, Alcar Approach, McKinsey Approach, EVA, BCG HOLT approach. Tools for Measuring Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CFROI, Economic depreciation. Compensation and value creation – ESOPs and Balanced score card (Problems).

#### Unit 4

12 hrs

**Corporate Restructuring:** Meaning, Nature, Forms of Corporate Restructuring – Spin off, Split off, Split up, Leverage buyout (LBO), Management Buyout (MBO), Divestures, and Other forms of corporate Restructuring.

#### Unit 5

14 hrs

**Mergers and Acquisitions:** Definitions, Nature, Types, and motives for M&As. Mechanics, Cost and Benefits of M&As. Valuation of M&As, Financing of Mergers and settlement - Exchange ratio / swap ratios, Stock vs Cash payment (Numerical Problems). Takeover, Defensive tactics of takeover. Demergers.

#### Suggested References

1. Allen D, *An introduction to Strategic Financial Management*, CIMA/Kogan page, London.
2. Copeland, Koller & Murrin, *Valuation: Measuring and Managing the Value of Companies*, John Wiley Inte'l.
3. Copland, T.E and J.F Weston, *Financial Theory and Corporate Policy*, Addison- Wesley.
4. Hampton, John, *Financial Decision Making*, PHI.
5. Mattoo, P.K. *Corporate Restructuring: An Indian Perspective*, Macmillan.
6. Sundarsanam, P.S, *The Essence of Mergers and Acquisitions*, PHI.
7. Van Horne, James C, *Financial Management and Policy*, PHI.
8. Van Horne J.C. and J.M Wachowicz Jr, *Fundamentals of Financial Management*, PHI.
9. Pandey, I.M, *Financial Management*, Vikas Publications.
10. Verma J.C, *Corporate Mergers, Amalgamations and Takeovers*, Bharat Publishing House.
11. Chandra, Prasanna, *Financial Management*, Tata McGraw Hill.
12. Jakotia, G.P., *Strategic Financial Management*, Vikas publisher.
13. Grundy & Schools, *Exploring Strategic Financial Management*, PHI.
14. Western, *Mergers, Restructuring & Corporate Control*, PHI.

### Specialisation Group III: BANKING AND INSURANCE (BI)

#### SPT 3.3 - BI.1 BANK MANAGEMENT

##### Objective

Teaching Hours: 64

1. Impart knowledge regarding the nature of banking business.
2. Help students understand financial management in banks and Process of Bank Management.

##### Unit 1

14 hrs

**Nature of Banking Business:** Banking structure in India, Banking functions and Services, Official regulations and Control over banks and other financial institutions. Socio-economic environment and socio Obligations of banks in India; an overview of Monetary system in India recent development and Current issues, Problems in bank Management in India; Branch location, Policies and Decisions.

##### Unit 2

14 hrs

**Organizing and Managing Banks:** Alternative organizational structure of banks; Forms of banking – Unit banking, Branch banking, Group banking, Chain banking, Organizational structure of banks and Relative Advantages and Disadvantages. Management of Rural Branches.

##### Unit 3

12 hrs

**Organizational Structure of Commercial Banks in India:** Departmental set-up Delegation of authority, Internal control and Information system.

##### Unit 4

14 hrs

**Non Performing Assets (NPAs):** Early Warning Signals - Management of NPAs- Remedies Available - Recent Measures - Loan recovery tribunals - Provisions of Revenue Recovery Act

##### Unit 5

10 hrs

**Process of Bank Management:** Planning, Organizing; Co-ordination; Manpower planning; Promotion banking education.

##### Suggested References

1. Vasant Desai, *Principles of Banking Management*, HPH.
2. Reed, E W, *Commercial Bank Management*, Harper and Row Publishers.
3. Ghotgalkiar, R K, *Service Condition of Bank Employees*, HHP.
4. Fhitglakar R K, *Disciplinary Action in Banks*, HPH.
5. Shubha Rao, P, *Principles and Practice of Bank Management*, HPH.
6. Srivastava, R M, *Management of India Financial Institutions*, HPH.
7. Sundaram, K P M, *Banking Theory, Law and Practice*, Sultan Chand.
8. Merrill, *Financial Planning in the Bank*, McMillan India.
9. Joshi, Vasant, C, *Managing India Banks-The Challenges Ahead*, Response Books(A Division of Sage publications).

## Specialisation Group III: BANKING AND INSURANCE (BI)

### SPT 3.4 - BI.2 CREDIT RISK MANAGEMENT

#### Objectives

Teaching Hours: 64

1. Help understand the students about various types of risk.
2. Develop skills in applying conceptual knowledge in the managing the risk in banks.

#### Unit 1

10 hrs

**Risk Management:** Meaning of risk in banks, Types of risks in Banks, Basic purpose and Process of risk management in Banks. Overview of enterprise-wide risk management in banks, RBI guidelines

#### Unit 2

12 hrs

**Managing Credit Risk:** Drivers of Credit Risk, Credit Rating, Capital adequacy requirements, BIS risk-based capital requirements frame work, Traditional measurement Approaches, Different models of credit risk.

**Managing Interest Rate Risk:** Types of interest rate risks, Gap methodology, Duration analysis.

#### Unit 3

14 hrs

**Managing Liquidity Risk:** Liquidity risk, Need for managing it in the long/short run, Fundamental approach to long run liquidity risk management; Technical Approach to short run liquidity risk management, Factors influencing investment- Borrowing decisions.

#### Unit 4

14 hrs

**Managing Foreign Exchange Risk:** Nature, Magnitude of Exchange risk, Tools and Techniques for managing Forex Risk, Managing the Currency risk, Futures, Options and Swaps.

**Managing Operations Risk:** Introduction, Typology and Managing operational risk, the key to implementing bank - wide Operational risk management, why invest in Operational risk management, Defining operational risk, Measuring operational risk. Technology risk, Best practice, Operational Risk systems / Solutions

#### Unit 5

14 hrs

**Risk Management Frame work in Banks:** Enterprise-wide risk management in Banks, Elements of risk management frame work, Systematic risk management in Banks, Different measures of measuring risks, Involvement of the management in the risk management frame work. Risk Management Strategies

#### Suggested References

1. Dr. K.M Bhattacharya, *Risk Management in Indian Banks*, Himalaya Publishing House Pvt.Ltd.
2. S.N Bidani, *Banking Risks*, Vision Books.
3. ICFAI, *Risk Management in Banks*.
4. Michel Crouchy and others, *Risk Management*, McGraw-Hill.
5. Joel Besis, *Risk Management in Banks*, John Wiley and Sons.
6. S B Verma, *Risk Management*, Deep & Deep Publications.
7. Marc Lox and Lev Borodorsky, *The Professional's Hand Book of Financial Risk Management*

**Specialisation Group III: BANKING AND INSURANCE (BI)**

**SPT 4.3 - BI.4 MARKETING OF BANK PRODUCTS**

**Objective**

**Teaching Hours: 64**

1. Make student understand application of marketing mix to banking products / services.

**Unit 1**

**12 hrs**

**Bank-Financial Services:** Financial services - Banking products, Concept, Nature and Characteristics and Role of financial services with special reference to banking products. Financial Services marketing v/s Products marketing.

**Unit 2**

**12 hrs**

**Marketing Environment:** An overview of Strategic Financial services marketing planning. Marketing environment, Analysing financial services marketing environment – Micro and Macro Components - Understanding the customer service quality, GAP model and Quality dimensions.

**Unit 3**

**14 hrs**

**Market Segmentation and Positioning:** Need and Basis of segmenting financial services markets. Marketing mix strategy, Concept of financial service product – Product level decisions, Branding and Product mix decisions, Customer service strategy, Product life cycle and New product development, Innovation, Diffusion and Adoption.

**Unit 4**

**14 hrs**

**Pricing of Bank Products:** Factors affecting pricing of bank product, Process and strategies. Promotion of financial products, Marketing of retail products, Communication process, Promotion mix planning, Advertising, Personal selling, Sales promotion, Distribution strategies, Channel alternatives, Customer service.

**Unit 5**

**12 hrs**

**Marketing Research in Financial Services Industry:** Steps in marketing research process, Demand analysis, Advertising effectiveness, Motivation research. Marketing control system in Banks – Customer Relationship Management (CRM).

**Suggested References**

1. *India's Banking and Financial Sector in the New Millennium* – Volume I & II.
2. Bala Shenmugam, Craig Turton, George Hempel, *Bank Management*.
3. *How to borrow from Banking and Financial Institutions*, Nabhi Publication.
4. Mary P. Merrill, *Financial Planning in the Bank*.
5. Macmillan, *The Bank Credit card business*, The Indian Institute of Bankers.
6. B.R. Sharma, *Bank Frauds – Prevention & Detection*.
7. *Risk Management systems in Banks*, Guidelines by RBI.
8. Joel Bessis, *Risk Management in Banking*, John Wiley sons, New York.
9. Mark Lorgan, *Corporate Banking*, Chartered Institute of Bankers, Scotland.
10. G.A. Penn, A.M. Shea and A. Arora, *Law and Practice of International Banking*.
11. Claude E. Barfield, *International Financial Markets - Harmonisation versus Competition*.
12. Ethan B. Kapstein, *Governing the Global Economy – International Finance and the State*, Harvard University Press.

**Specialisation Group III: BANKING AND INSURANCE (BI)**

**SPT 3.5 - BI.3 PRINCIPLES AND PRACTICE OF INSURANCE**

**Objective**

**Teaching Hours: 64**

1. Help students understand the concept, types of insurance and insurance intermediaries.

**Unit 1**

**10 hrs**

**Introduction to Insurance:** Concept and Classification of risk, Methods of handling risks, Risk and Insurance. Functions, Scope, Purpose and Need of insurance, Insurance as a social security tool. Insurance and economic development, Principles of Insurance.

**Unit 2**

**12 hrs**

**Life Insurance:** Nature, Principles of life assurance. Parties to the contract, their rights and duties. Conditions and terms of policy; and effects of non-compliance thereof. Nominations and Assignment Practice in connection with collection of Premium, Revivals, Loans, Surrenders, Claims, Bonuses and Annuity payments. Mortality Table, Present structure & growth of Life insurance in India. Regulatory Framework for Life Insurance companies in India

**Unit 3**

**14 hrs**

**General Insurance (GI):** Growth, Types and Functions of General Insurance. Organization and Management of General Insurance Companies- Regulatory Framework for General Insurance companies in India. Fire Insurance- Fundamental principles and its importance of Fire Insurance, Special perils, Kinds of Policies. Marine Insurance-Fundamental principles and importance, Subject matter of marine insurance, Warranties, Type of Policies. Miscellaneous Insurance-Motor Vehicle Act and Motor Insurance, Insurance of Property, Insurance of Liability and Interest, Package Policy.

**Unit 4**

**16 hrs**

**Underwriting:** Need and Guiding principles of Underwriting, Factors affecting Insurability, Methods of Life Classification, Laws affecting Underwriting.

**Computation of Premiums and Settlement of claims:** Definition and Calculation of premium, Mode of Rebates, Large sum assured Rebates, Premium Loading, Rider Premiums, Computation of Benefits, Surrender value, Paid up value, Settlement of claims - Intimation procedure, documents and settlement procedures. Settlement of General Insurance Claims - Claim procedure, TPAs, Claim forms, Investigation / Assessment, Essential Claim Documents, Settlement Limitation, Arbitration, Loss Minimization and Salvage.

**Unit 5**

**12 hrs**

**Insurance Intermediaries:** Agents and procedure for Becoming an Agent; Pre-requisite for obtaining a license; Duration of license; Cancellation of license. Revocation of suspension/ termination of agent appointment; Code of conduct; unfair practices. Procedure regarding settlement of policy claims.

**Suggested References**

1. Janardan Rao and Prabhu Dutta Dass, *A Textbook of Insurance*, Durga Pustak Bhaiidar.
2. Neelam C, Gulati, *Banking & Insurance Principles & Practices*, Excel Books.
3. Mishra KC, George E Thomas, *General Insurance Principles & Practice - Nia Insurance Education Series*, Cengage Delmar Learning India Pvt .
4. G. Panda, *Principles and Practices of Insurance*, Kalyani Publishers.
5. George E Rejda, *Principles of Risk Management & Insurance*, Pearson Education Limited.
6. Insurance Institute of India – IC 32- *Practice of General Insurance*, IC 34 – General Insurance, IC 45- General Insurance Underwriting.
7. H Narayanan, *Indian Insurance*, Jaico Publishing House: Mumbai.
8. Hodges, *Law of Marine Insurance*, Pap Routledge Cavendish April 1996.
9. Hodges, *Cases & Mats On Marine Insurance Law*, Routledge Cavendish,

### Specialisation Group III: BANKING AND INSURANCE (BI)

#### SPT 4.4 - BI.5 ACTUARIAL SCIENCE

##### Objectives

Teaching Hours: 64

1. Help students understand the theoretical basis of certain actuarial models.
2. Acquire the application of actuarial models to insurance and risk management.

##### Unit 1

10 hrs

**Actuarial Science:** Definition of an Actuary, Role Responsibilities and Powers of an Actuary, Regulation for appointment of an Actuary.

##### Unit 2

12 hrs

**Life Contingencies:** Mortality table, Sources of Mortality Table, Components of mortality table, Construction of mortality table, Uses of mortality table, Expectations of life, Computing probabilities of survival and death using mortality tables.

##### Unit 3

14 hrs

**Premium:** Fundamentals, Mortality, Interest and Expenses, Net Premiums, Different Plans – Term, Assurance, Pure Endowment, Endowment and whole Life, Types of Premium, Gross or Office Premium Loading for Expenses, Office Premium.

##### Unit 4

14 hrs

**Life Annuities:** Continuous, Temporary and Deferred Life Annuities and their Actuarial Present Values. Discrete Life Annuities and its classifications, Annuities due and Annuities immediate, Present value of random variables, Life annuities with monthly payments.

##### Unit 5

14 hrs

**Policy Values:** Policy Values, Prospective and Retrospective Methods, Valuation of Surplus, Need and Sources of Surplus. Valuation - Theoretical Aspects, Data Required, Methods of Valuation, Net Premium Methods, and Office Premium Method.

##### Suggested References

1. Dickson, D.C.M., Herby, M.R., and Waters, H.R, *Actuarial Mathematics for Life Contingent Risks*, Cambridge University Press.
2. Hossack, I.B., Polard, J.H., and Zehnirith, B. *Introductory Statistics with Applications in General Insurance*, Cambridge University Press.
3. Insurance Institute of India – IC 28- *Foundation of Actuarial Science*
4. Jozef Teugels and Bjørn Sundt, *Encyclopedia of Actuarial Science*, John Wiley & Sons: England.
5. *Elements of Actuarial Science, Premiums, Mortality and Valuation* (Mathematical Basis of Life Assurance), Mumbai.
6. Kari Borch., *Mathematical Theory of Insurance*, Lexington Books, UK.
7. Mishra M.N, *Elements of Actuarial Science*, Cengage Learning.
8. *Actuarial Principles and Practice*, ICRIM, Hyderabad.



**Specialisation Group III: BANKING AND INSURANCE (BI)**

**SPT 4.5 - BI.6 MANAGEMENT OF INSURANCE COMPANIES**

**Objectives**

**Teaching Hours: 64**

1. Provide an insight into the working of an insurance company.
2. Make students understand the managerial issues in functional areas in insurance business.

**Unit 1**

**16 hrs**

**Insurance Companies:** Types of Insurance Organizations, Organizational structure of insurance companies. Product Design and Developments: Product Development Process, Product Design in Emerging scenario. Underwriting: Objectives and Principles of Underwriting, Underwriting in non-life Insurance Business. Claims Management: Claims Settlements in General Insurance and in Life Insurance.

**Unit 2**

**12 hrs**

**Insurance Pricing:** Fundamentals, Objectives of Insurance Pricing, Types of Rating, Life Insurance vs. Non-life Insurance Pricing, Rate Making Entities.

**Unit 3**

**10 hrs**

**Insurance Marketing:** Marketing of Insurance Products, Critical Success Factors for Insurance Players. Distribution Channels: Marketing Strategies of Insurance players in India.

**Unit 4**

**12 hrs**

**Insurance Intermediaries and Distribution:** Distribution of Insurance Products; Insurance Intermediaries and their Functioning; Surveyors and Loss Assessors, Third Party Administrators, Agents, Brokers, Corporate Agents; Bancassurance.

**Unit 5**

**14 hrs**

**Financial Management in Insurance Companies:** Planning Financial Goals and Strategies, Measuring the performance of an Insurance Company; Asset Liability Management (ALM); Investment Trends of Insurance Companies in India; Risk-return Trade-off.

**Suggested References**

1. Eric Briys, François de Varenne, *Insurance: From Underwriting to Derivatives: Asset Liability Management in Insurance Companies*, Wiley.
2. Florian Klingenschmid, Miriam A. Orsina, Gene Stone VDMVerlag Mueller K, *Captive Insurance Companies in Risk Management, Insurance Company Operations*.
3. John J. Hampton, *Financial Management of Insurance Companies*, Amacom Books.

## OPEN ELECTIVE PAPER THEORY

(DOSR in Commerce offers the following TWO papers for the students of other Departments)

1. OEP 2.6 Stress Management
2. OEP 3.6 Investment and Tax Planning

### OEPT 2.6: STRESS MANAGEMENT

#### Objectives

Teaching Hours: 64

1. Equip students with concept, causes and consequences of stress.
2. Provide individual and organisational level techniques of stress management.

#### Unit 1

12 hrs

**Stress:** Meaning, Nature and Symptoms of stress. Symptoms - Physical, Psychological and Behavioural. Potential sources of stress - Environmental, Organisational and individual factors.

#### Unit 2

12 hrs

**Individual Differences:** Perception, Job experience, Social support, Belief in Locus of Control, hostility. Type A and Type B personality Profiles.

#### Unit 3

14 hrs

**Consequences of Stress:** Individual level - Psychological, Physiological and Behavioural Consequences. Organisational Level – Absenteeism, reduced productivity and morale.

#### Unit 4

14 hrs

**Management of Stress at Individual Level:** Approaches - Time Management, Diet, Physical exercise, Sleeping, Walking, Jogging, Relaxation, Yoga, Meditation and Create social support network.

#### Unit 5

12 hrs

**Management of Stress at Organisational Level:** Approaches - Make expectations clear, give employee autonomy, Create fair working environment, Employee assistance programmes (eaps).

#### Suggested References

1. Luthans F, *Organizational Behaviour*, TMH.
2. Stephen P. Robbins, et al, *Organizational Behaviour*, Pearson Education.
3. Moorehead and Griffen, *Organizational Behaviour*, Jaico Publishing Company.
4. Keith Davis and Newstrom, *Organizational Behaviour*, Tata McGraw Hill.
5. Stephen R Covey, *7 Habits of Highly Effective People*, Covey Foundation.
6. Stephen R Covey, *First Things First*, Covey Foundation.
7. Dale Carnegie, *How to stop worrying and start living*, Carnegie Foundation.
8. Cooper, C.L, *Theories of Organizational Stress*. Oxford University Press, Inc. New York
9. Karasek R and Tores T, *Healthy Work: Stress, Productivity and the Reconstruction of Working Life*, John Wiley & Sons, New York.
10. Kouzes, James and Barry Posner, *The Leadership Challenge*, Jossey-Bass Publishers, an Francisco.
11. Pritchett P and Ron P, *A Survival Guide to the Stress of Organizational Change*, . Pritchett and Associates, Inc., Dallas.
12. Sutherland V.J and Cooper C, *Strategic Stress Management: An Organizational Approach*, Macmillan Business Books.

### OEPT 3.6: INVESTMENT AND TAX PLANNING

#### Objectives

Teaching Hours: 64

1. Help students understand the nature of investment and various investment avenues.
2. Enable students formulate portfolio and Tax planning aspects.

#### Unit 1

08 hrs

**Investment:** Meaning, Scope, Elements, Fundamentals and avenues of investments. Investment v/s Speculation, Significance of investments, Investment process and Sources of Investment information.

#### Unit 2

16hrs

**Investment Avenues:** Savings Account-Bank and Post office, Deposits-Bank Fixed deposits and postal fixed deposits, Recurring deposits, Shares - Equity and Preference shares, Debentures, Bonds, Commercial papers, certificate of deposits, Indira Vikas patras, Kisan Vikas Patras, National savings certificates, Government securities, Treasury bills, Mutual funds, Public provident fund, Employees provident fund, Life Insurance policies, Pension schemes, Real Estate, Gold and silver, Precious stones, Art objects, Land-agriculture, semi-urban, and Urban, Time share in a holiday resort, Options and futures (Here meaning, types, risk and return of each investment avenue need to be given).

#### Unit 3

12 hrs

**Portfolio:** Meaning, Need, and Objectives of portfolio construction and management. Portfolio management process, Portfolio analysis and Selection of securities. Estimating rate of return and Standard Deviation of portfolio.

#### Unit 4

14 hrs

**Tax Planning by Individuals:** Tax planning – Meaning, Objectives, Deductions u/s 80. Deductions in respect of life insurance premium, contributions to PF, Pension fund, Medical insurance premium, and medical treatment, repayment of loan taken for higher education, donations to charitable institutions.

#### Unit 5

14 hrs

Tax planning and Heads of Income. Salary, House Property Income, business income, capital gains and other sources (in brief). Tax Planning Concepts, Tax Avoidance, Tax Evasion etc.

#### Suggested References

1. Chandra P, *Managing Investments*, TMH.
2. Sharpe, Alexander, *Investments*, PHI.
3. Alexander, *Fundamentals of Investments*, Pearson education.
4. Preeti Sigh, *Investment Management*, HPH.
5. Vinod Singhania, *Direct Taxes –Laws and Practices*, Taxman.
6. B B Lal: *Direct Tax Law and Practice*, Pearson.
7. Girish Ahuja and Ravi Gupta: *Direct Tax Law and Practice*, Bharath publications.
8. MY Khan, *Financial Institutions and Markets*, TMH.

**TUMKUR UNIVERSITY**

**I/II/III/IV Semester M.Com Degree Examination, Month, Year  
(Semester Scheme -CBCS)  
COMMERCE**

**MODEL QUESTION PAPER**

**Paper no: Title of the Paper**

Time: 3Hrs

Max. Marks: 80

**SECTION – A**

1. Answer any ten of the following sub-questions. Each sub-question carries 2 marks (10 X 2 = 20)

- a.
- b.
- c.
- d.
- e.
- f.
- g.
- h.
- i.
- j.
- k.
- l.

**SECTION – B**

Answer any three questions. Each question carries 5 marks

(3 X 5 = 15)

- 2.
- 3.
- 4.
- 5.
- 6.

**SECTION – C**

Answer any three questions. Each question carries 15 marks

(3 X 15 = 45)

- 7.
- 8.
- 9.
- 10.
- 11.