

**REGULATIONS PERTAINING TO MASTER OF COMMERCE (M.Com) COURSE UNDER
CBC SYSTEM FROM 2014-15 ONWARDS**

1. OBJECTIVE:

The broad objective of the Master of Commerce course is to impart to the Students, professional education and training in various aspects of business and its environment and provide them with opportunities to develop managerial and analytical skills in order to meet the challenges of business at the national and global level.

2. Eligibility for Admission:

A candidate who has passed the B.Com/B.B.M/ BBS and BBA Degree examination of this University or of any other University recognized as equivalent thereto and has secured not less than 50% of the marks in the aggregate in all the Commerce subjects of Business Education in all the years (Examinations of the B.Com/BBM course) shall be eligible for admission to the course. In the case of SC/ST students and blind students the minimum percentage of marks required shall be less by 5%

3. Duration of the Course:

The course of study for M.Com, degree shall extend over a period of two years divided into 4 (four) semesters. Each Semester will be of 16 weeks or more duration with a minimum of 90 actual working days.

4. Scheme of Instruction:

1. In each semester there will be seven papers (including practicals)
2. There will be 27 contact hours per week. This includes practicals.
3. Candidates are required to maintain record for computer practicals, which will have to be certified by the Chairman / Co-ordinator of the course, failing which students will not be permitted to take the end semester examination in that subject.

5. Attendance:

Each course (theory/practical) shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of 75% of the total instruction hours in a course (theory/practical) including tutorials and seminars in each semester. There shall be no provision for condonation of shortage of attendance and a student who fails to secure 75% attendance in a course shall be required to repeat that semester.

6. Medium of Instruction:

The medium of instruction shall be English. However a candidate will be permitted to write the examination either in English or in Kannada.

7. Registering for the Examination:

A candidate shall register for all the papers of a semester when he appears for the examination of that semester for the first time.

8. Scheme of Examination:

8.1 There shall be a University examination at the end of each semester.

8.2 The details of the scheme of examination are as given below:

Sl. No.	Course	Duration	No. of papers per semester	Maximum Marks of Per Semester	No. of Credits
1	M.Com	I & II	6+1	700	52 (26+26)

8.1 Each semester will normally have six (Hardcore) and one (soft core) paper and each shall be for 100 marks.

8.2 (i) The composition of theory and internal assessment marks for each paper will be 70 and 30 respectively. However, in Computer related papers it will be 70+30 (theory + practical).

ii. Duration of examination per theory paper of 70 marks shall be for 3 hours, for practicals it will be 1½ (one and half) hours.

iii. Practical records will be evaluated as part of the practical examination.

iv. In case of practical examinations, students will be assessed on the basis of knowledge of processes, skills operations involved, results/calculations and reporting.

v. Practical examination will be conducted with both internal and external examiners. If the external examiner absents, then the examination will be conducted by two internal examiners.

8.3 Every theory paper shall ordinarily consist of two/three sections, developed to testing of conceptual skills, understanding skills, comprehension - skills, articulation and application skills.

8.4 (i) In case of theory papers the various components of internal assessment will be as follows:

- a) Assignment – 5 Marks
- b) Attendance – 5 marks
- c) Internal Test – 20 Marks

(The test shall be for 1½ hour duration carrying 40 marks. The marks scored by the candidate shall be later reduced to 20 marks).

(ii) The Departmental Council / College / Centre shall notify in the first week of each semester, scheme of internal assessment, containing the details of tests, assignments, and seminars.

(iii) Co-ordination Committee: In order to monitor IA tests there shall be Co-ordination Committee consisting of the following:

- 1. Chairman BOS: Chairman
- 2. One Senior Faculty Member
- 3. Two members from affiliated colleges as recommended by the BOS
- 4. For Information System and Computers Subject, A Viva-Voce and Practical Exam for 30 marks will be conducted by external examiners.

(iv) At least one week prior to the last working day, I.A. marks secured by the candidates shall be displayed on the notice board.

- (v) The Departmental Council / College / Centre may decide to give test/seminar to candidates who absent themselves for the above, only if the Council is convinced that the absence of the candidate is on valid grounds. However, the Council will allow the candidate to avail of this provision within the duration of that semester.
- (vi) The statement of internal assessment shall be sent to the Registrar (Evaluation) one week prior to the commencement of that particular semester examination.

8.5 Question Paper Pattern:

Section – A:

Answer any Seven Questions out of Ten. Each Question Carries Two Marks (7x2=14)

Section – B:

Answer any Four Questions out of Six. Each Question Carries Five Marks (4x5=20)

Section – C:

Answer any Three Questions out of Five. Each Question Carries Twelve Marks (3x12=36)

8.6 Dissertation:

Each student will choose business research project/live business problem in a business organization or industry, and prepare a dissertation report. He/she will formulate it as a research/consultancy problem, work under the guidance of a faculty member on it during the II & III semesters, prepare a report based on his/her work under the guidance of a faculty member and submit at the end of each semester. This will be evaluated for 70 marks. Project Dissertation guidance for a faculty member will involve a workload of 5 hours per week in a semester. Dissertation guidance of 8 students by a faculty member will be equivalent to the teaching of one paper per semester. Viva voce examination will be conducted for 30 marks by BOE.

9. Board of Examiners and Valuation of Answer Scripts:

- 9.1 There shall be a Board of Examiners for scrutinizing and approving the question papers and scheme of valuation.
- 9.2 About 50% of the examiners appointed for setting of question papers and valuation work in each semester shall be external.
- 9.3 Each written paper shall be valued by one internal examiner and one external examiner. Each practical examination shall be jointly conducted and evaluated by one internal examiner and one external examiner or two external examiners if there are no internal examiners. But not by two internal examiners.
- 9.4 If the difference in marks between two valuation is more than 15% of the maximum marks, the Registrar (Evaluation) or his nominee shall check the entries and the total marks assigned by the two valuers. If there is any mistake in totaling, it shall be rectified. While checking the total, if it is observed that any one or more of the answers is not valued by one of the valuers, the Chairman, BOE shall advise internal members of the Board of Examiners to value that answer. After receiving the marks, the Chairman, BOE shall make the necessary corrections. Despite all these corrections, if the difference between the two

valuations is still more than 15%, the Chairman, BOE shall arrange for third valuation by examiners from the approved panel of examiners.

9.5 In case of two valuations, the average of the two valuations and if there are three valuations, the average of the nearest two valuations shall be taken for declaring results. The candidates not satisfied with the results may apply for photocopies of the answer scripts and / or challenge valuation.

9.6 Challenge Valuation:

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with the prescribed fee to the Registrar (Evaluation) within 15 days after the announcement of the results. Such candidates shall be provided with a Xerox copy of the answer book after concealing the name of the valuers.

The answer scripts for which challenge valuation is sought for shall be sent to another external examiner. The average of the marks awarded in the challenge valuation and the marks of the earlier valuation which is closer to the challenge valuation shall be the final award.

10. Classification of Successful candidates:

Minimum for a pass in each paper shall be 40% in Semester paper and 50% in aggregate of all the papers in that semester.

The results of successful candidates at the end of each semester shall be declared on the basis of Percentage of Aggregate Marks and in terms of Grade Point Average (GPA) and alpha – sign grade. The results at the end of the fourth semester shall also be classified on the basis of Percentage of Aggregate Marks and on the basis of the Cumulative Grade Point Average (CGPA) obtained in all the four semesters and the corresponding overall alpha – sign grade. An eight point grading system, alpha – sign grade as described below shall be adopted.

First Class with Distinction	70% and above (A+, A++ or O)
First Class	60% and above but less than 70% (A)
High Second Class	55% and above but less than 60% (B+)
Second Class	50% and above but less than 55% (B)
Pass Class	40% and above but less than 50% (C)

Eight Point Alpha – Sign Grading Scale:

Grade Point Average	<4	4-<5	5-<5.5	5.5-<6	6-<7	7-<8	8-<9	9-10
Alpha-Sign Grade:	D	C	B	B+	A	A+	A++	O

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

Computation of Grade Point Average (GPA):

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the table below. They shall be generally percentages divided by 10. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

ILLUSTRATION 1 (26 Credits)

Papers	P1	P2	P3	P4	P5	P6	P7	Total
Max. marks	100	100	100	100	100	100	100	700
% Marks Obtained	77	73	58	76	64	66	82	496
Grade Points Earned (G.P.)	7.7	7.3	5.8	7.6	6.4	6.6	8.2	-
Credits for the Course (C)	4	4	4	4	4	4	2	26
Total GPW = GP x C	30.8	29.2	23.2	30.4	25.6	26.4	16.4	182

Semester Aggregate Marks : $496 / 700 = 70.86\%$

Classification of Result : First Class with Distinction

The GPA shall then be computed by dividing the total GPW of all the courses of study by the total credits for the semester, $GPA = \text{Total GPW} / \text{Total Credits} = 182 / 26 = 7.0$

Semester Alpha Sign Grade: **A+**

ILLUSTRATION 2 (24 Credits)

Papers	P1	P2	P3	P4	P5	P6	Total
Max. marks	100	100	100	100	100	100	600
% Marks Obtained	67	73	78	76	84	88	466
Grade Points Earned (G.P.)	6.7	7.3	7.8	7.6	8.4	8.8	-
Credits for the Paper	4	4	4	4	4	4	24
Total GPW = GP x C	26.8	29.2	31.2	30.4	33.6	35.2	186.4

Semester Aggregate Marks: $466 / 600 = 77.67\%$

Classification of Result: First Class with Distinction

$GPA = \text{Total GPW} / \text{Total Credits} = 186.4 / 24 = 7.77$

Semester Alpha Sign Grade: **A++**

11. Calculation of Cumulative Grade Point Average (CGPA):

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

ILLUSTRATION I

Semester	I	II	III	IV	Total
Total Marks per Semester	700	700	600	600	2600
Total Marks Secured	496	560	466	510	2032
Semester Alpha Sign Grade	A+	A++	A+	A++	-
Semester GPA	7.0	8.0	7.77	8.5	-
Semester Credits	26	26	24	24	100
Semester GPW	182	208	186.5	204	822.9

Aggregate Percentage of Marks = $2032 / 2600 = 78.15\%$

Classification of Result: **First Class with Distinction**

Cumulative Grade Point Average (CGPA)

= Total of Semester GPW / Total Credits for the programme = 780.5 /100 = **7.805**

Programme Alpha Sign Grade: **A++**

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha – sign grades assigned.

12. MINIMUM FOR A PASS:

- 12.1 A candidate shall be declared to have passed the PG program if he/she secures at least a CGPA of 4.0 (Course Alpha-Sign Grade C) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as Theory Papers / Practical's / Project Work / Dissertation / Viva-Voce.
- 12.2 The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.0 (or Alpha-Sign Grade A).
- 12.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.
- 12.4 A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha-Sign Grade but not for ranking.
- 12.5 There shall be no minimum in respect of internal assessment.**
However minimum pass in each paper shall be 40% in semester end exam (28 Marks out of 70 Marks) and 50% aggregate of all papers in that semester.
- 12.6 A Candidate who fails in any of the unit / dissertation / viva-voce shall reappear in that unit / dissertation / viva-voce and pass the examination subsequently.

13. CARRY OVER PROVISION: Candidates who fail in a lower semester examinations may go to the higher semesters and take the examinations.

14. REJECTION OF RESULTS:

- i. A candidate who fails in one or more papers of a semester may be permitted to reject the result of the whole examination of that semester. **Rejection of result paper wise shall not be permitted.** A candidate who rejects the results shall appear for the examination of that semester in the subsequent examination.
- ii. Rejection shall be exercised only once in each semester and the rejection once exercised shall not be revoked.
- iii. Application for rejection along with payment of the prescribed fee shall be submitted to the Registrar (Evaluation) through the department/college together with the original statement of marks within 30 days from the date of publication of the result.
- iv. A candidate who rejects the result is eligible for only class and not for ranking.

15. IMPROVEMENT OF RESULTS:

- i) A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- ii) The reappearance could be permitted twice during double the period without restricting it to the subsequent examination only. The regulation governing maximum period for completing various degree/ diploma programme notified by the University from time to time shall be applicable for improvement of results also.
- iii) The student could be permitted to apply for the improvement examination 45 days in advance of the pertinent semester examination whenever held.
- iv) If the candidate passes in all the subjects in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.
- v) A candidate who has appeared for improvement is eligible for class only and not for ranking. Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

16. POWER TO REMOVE DIFFICULTIES

- i) If any difficulty arises in giving effect to the provisions of these regulations, the Vice-Chancellor may by order make such provisions not inconsistent with the Act, Statutes, Ordinances or other Regulations, as appears to be necessary or expedient to remove the difficulty.
- ii) Every order made under this rule shall be subject to ratification by the Appropriate University Authorities.

M.Com (MASTER OF COMMERCE) - COURSE MATRIX**I SEMESTER M.Com (MASTER OF COMMERCE)**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
1.1	Monetary System	4	3	30	70	100	4
1.2	International Business	4	3	30	70	100	4
1.3	Macro Economics for Business Decisions	4	3	30	70	100	4
1.4	Information Systems and Computers	4	3	30	70	100	4
1.5	Advanced Financial Management	4	3	30	70	100	4
1.6	Human Resource Management	4	3	30	70	100	4
1.7	SOFT CORE Communication Skills	3	3	30	70	100	2
I SEMESTER TOTAL OF CREDITS							26

II SEMESTER M.Com (MASTER OF COMMERCE)

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
2.1	Indian Banking	4	3	30	70	100	4
2.2	Risk Management	4	3	30	70	100	4
2.3	Advanced E – Commerce & Mobile Commerce	4	3	30	70	100	4
2.4	Business Research Methods	4	3	30	70	100	4
2.5	Operations Research & Quantitative Techniques	4	3	30	70	100	4
2.6	Business Marketing	4	3	30	70	100	4
2.7	SOFT CORE Micro Finance	3	3	30	70	100	2
II SEMESTER TOTAL OF CREDITS							26

1.1 MONETARY SYSTEM

Objectives:

1. To expose students to domestic and international monetary systems
2. To enable students to understand principles & systems of note issue
3. To familiarize with issues relating to conversion of currencies.

Module – 1:

Money: Meaning, definition, functions. Role of money, value of money, theories of Value of money; quantitative theory, Friedman's restatement of the quantitative theory – Keynes theory of money.

Module – 2:

Monetary system: The Gold standard – paper currency standard – principles of note issue; systems of note issue – essentials of a sound currency system – paper gold or SDR

Module – 3:

International monetary system – Evaluation of International monetary system, Bi – metallion; – classical gold standard – interwar period Bretton woods system – The flexible exchange rate – current exchange rate regime – fixed vs flexible exchange rates.

Module – 4:

International financial system: Introduction – role of financial markets - participants – elements – forex market – Euro currency market – Euro bond market – forward and future markets for foreign exchange.

Module – 5:

Balance of payment – Balance of Trade, Equilibrium in BOP – Devaluation and Depreciation; Current and Capital account convertibility – Recent development in foreign capital flows.

Books for Reference:

1. V.K. Bhatta, *International Financial Management* Anmol publication Pvt. Ltd. New Delhi.
2. Madhu Vij, *Multinational Financial Management*, Excel Books, New Delhi.
3. Cheol S. Eun & Bruce G. Resman, *International Financial Management*, Tata Mc Graw Hill, New Delhi.
4. K.K. Dewet, *Modern Economic Theory*, Shyam Lal chaintable Trust, Ramnagar, New Delhi.
5. Apte P.G: *International Financial Management*, TMH
6. Lavi Maurice: *International Finance*, Mc Graw Hill.

1.2 INTERNATIONAL BUSINESS

Objectives:

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

Module – 1

Nature of International Business (IB). Drivers of IB. IB and domestic business compared. Routes of globalisation, players in International Business. Evolution of IB.

Theories of IB. Mercantilisms, Theory of Absolute Advantage. Theory of Comparative Advantage. National Competitive Advantage.

Environment of IB. Political, legal, technological, cultural, economic factors.

Module – 2

International Strategic Management – nature, process – scanning global environment – formulation of strategies – implementation of strategies – evaluation and control.

Organisational designs for IB. Factors affecting designs. Global product design. Global area design. Global functional design. International division structure.

Module – 3

International Human Resource Management (IHRM). IHRM and domestic HRM compared. Scope of IHRM. HR planning. Selection of expatriates. Expat training. Expat remuneration. Expat failures and ways of avoiding. Repatriation. Employee relations.

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

International Financial Management – Nature - compared with domestic financial management. Scope – current assets management, managing foreign exchange risks, international taxation, international financing decision, international financial markets, international financial investment decisions.

International financial accounting – national differences in accounting, attempts to harmonise differences.

Financing foreign trade – India's foreign trade, balance of trade and balance of payments, financing export trade and import trade. International Marketing – nature compared with domestic marketing. Benefits from international marketing. Major activities – market assessment, product decisions, promotion decisions, pricing decisions, distribution decisions.

Module – 4

Integration between countries. Levels of integration. Impact of Integration. Regional trading blocks – EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, Commodity agreements.

GATT, WTO – functions, structure, agreements, implications for India. International Strategic Alliances – Nature - Benefits. Pitfalls, scope, managing alliances.

Books for Reference:

1. Darrell Mahoriy, etal, *International Business*, Longman.
2. Charles W.L. Hill, *International Business*, McGraw – Hill.
3. Czinkota, etal, *Global Business*, Dryden Press.
4. John D. Daniels, etal, *International Business*, Pearson Education.
5. Don Ball and Wendell McCulloch, *International Business*, McGraw – Hill.
6. A.V. Vedipurishwar, *The Global CEO*, Vision Books.
7. Aswathappa. K., *International Business*, Tata McGraw Hill (In Press)

1.3 MACROECONOMICS FOR BUSINESS DECISIONS

Objectives:

1. To familiarise students with key macro economic variables and their behaviour, and enable them to critically evaluate different economies.
2. To enable students to integrate macroeconomic analysis into business decisions.

Module – 1

Introduction to economics, macro economics, and its interface with business and industry.

Resources and goals of an economic systems, free market and mixed economy.

National income and product concept, computation of national income and related aggregates, problems in computation of national income.

Module – 2

Consumption, Savings, investment, marginal propensity to consume, marginal propensity to save, multiplier, paradox of thrift, income and employment determination.

Module – 3

Money, monetary system, role of credit, financial inter-mediaries, level and structure of interest rates - interest and macroeconomic equilibrium, central bank, monetary management and policy.

Fiscal policy – Objectives, tools, fiscal variables and the public debt, co-ordination of monetary and fiscal policies.

Module – 4

Economic growth, factors determining economic growth, growth models, capital output ratio, problems of growth.

Policies towards economic stability, business cycle, inflation and deflation, control measures, conflicts between growth and stability.

Books for Reference:

1. Gupta G. S. - *Macroeconomic theory*- Tata Mc-Graw Hill publications
2. Samuelson, Paul – *Economics*, Tata Mc-Graw Hill publications
3. Dornbush R & Fisher S – *Macroeconomics* – Tata Mc-Graw Hill publications
4. Blanchard O. J & Stanley Fischer – *Lectures on Macro-economics* – Tata Mc Graw Hill publications
5. Dwivedi D N – *Managerial Economics* – Vikas publications
6. J. K. Bhagawathi – *Economics of Underdeveloped Countries* – All India Traveler Book Seller Publishing Company.
7. A. K. Agarwall – *Indian Economics – Problems of Development and planning* – D.K Publishers.
8. V. K. R. V. Rao - *National Income of India – 1950 to 1980* Sage Publishers
9. Bimal Jalan – *India's Economic Crisis*, Oxford, IBM.
10. Rangarajan C. – *Principles of Macro Economics*, Tata McGraw Hill Pub co.
11. Vaish M. C – *Macro Economic Theory* – Willey Eastern
12. Jha. R – *Contemporary Macroeconomic Theory and Policy*
13. Schultze C. L – *National Income Analysis*
14. Bramhananda P R & V R Panchamukhi – *Development process of Indian Economy Survey (Various issues)* – Ministry of Finance Government of India Publications, New Delhi.
15. Sheth M. L – *Macroeconomic theory* – S.Chand, New Delhi.
16. Bhole. L.M, *Financial Institutions and Markets*, Tata McGraw Hill.
17. Frank R.H: *Principles of Macroeconomics*, Tata McGraaw Hill.
18. Colander: *Macroeconomics* TMH.
19. Fischer and Blanchard: *Lecturer an Macroeconomics* PHI.
20. Turnovsky: *Methods of Macroeconomics* Dynamis, PHI.

1.4 INFORMATION SYSTEMS AND COMPUTERS

Objectives

1. To familiarize student with aspect of business information systems and relevant information technology.
2. To Develop skills to design and implement simple computer based business and audit information systems.

MODULE - 1

Information Systems and their role in businesses, types of information systems – Operation support system, management support system, TPS, PCS, EIS, MIS, OAS, DSS, GDSS, expert systems, artificial intelligence, Information systems at levels of management, HRIS, Accounting Information system, Marketing information systems, manufacturing and production information system, Developing information systems — systems analysis and design, SDLC – types, introduction to ERP, introduction to cloud computing.

MODULE - 2

IT-GRC (Governance, Risk and Compliance), Information system audit standards – ISO 27001 – Information security and management standard (ISMS) , Capability Maturity Model (CMM), Control Objectives for Information and related Technology (COBIT) – IT Governance model, Health Insurance Portability and Accountability Act (HIPAA), Statement on Auditing Standards (SAS) for service organization.

MODULE - 3

Overview of specific section of IT ACT 2008 different sections, electronic contracting, digital signature, cyber offence, certifying authorities, Concepts of Cyber forensics/Cyber Fraud investigation, Overview of Information Security Standards - ISAE 3402/SA 402, ITIL

MODULE - 4

Database definition, types of structures, DBMS software-creating, editing, modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files, executing queries and relational algebra

MODULE - 5

Spread sheet software - range, formulas, types of functions, types of charts, what-if analysis-Goal Seek Analysis, data validation, subtotal, Applying Absolute (Fixed), statistical functions – min, max, count, countif, countA, stdev, mean, mode, median, variance, correlation, percentile, quartile, rank, financial functions – PV, NPV, NPER, PMT, RATE, IRR, SLN, SYD, IPMT, DB, logical functions – if, else, and, or, not, multiple if statements, Vlookup, Hlookup, sorting data - types, conditional formatting, page layout - settings, filtering data, data analysis - descriptive statistics, pivot tables

Books for Reference:

1. O' Brien James — A Management Information Systems, Tata Mc Graw Hill, New Delhi.
 2. Laudon and Laudon —. Management Information Systems, Prentice Hall of India, New Delhi.
 3. Gordon B Davis — Management Information Systems, Mc Graw Hill .
 4. Information Systems Control & Audit, By Weber, Pearson Education, India
 5. Information Technology Control and Audit, Third Edition, Sandra Senft, Frederick Gallegos, CRC Press
 6. Information System Audit and Assurance, By D. P. Dube, Ved Prakash Gulati, Maraw Hill Education
 7. For modules 4 and 5 the teacher will decide the software of his/her choice and appropriate books
- * A viva-voce and Practical exam for 30 marks will be conducted for above subject.

1.5 ADVANCED FINANCIAL MANAGEMENT

Objective:

1. To impart the knowledge in advanced techniques of financial management.
2. To enable the students to apply the techniques in financial decision making.

MODULE – 1:

Introduction – Finance Functions – Financing decisions – Capital structure theories – net income approach, Net operating income approach – The Traditional approach – Modigliani – Miller hypothesis – capital structure planning and policy – elements of capital structure EBIT – EPS approach, Valuation approach, cash flow approach.

MODULE – 2:

Investment Decisions – Capital Budgeting decisions – Nature – type – Evaluation criteria – DCF – NPV – IRR – Reinvestment assumption and modified IRR – Varying opportunity cost of capital – Investment decision under inflation – Investment Analysis under inflation.

Complex investment decisions – projects unit, different project lives, investment timing and duration – Replacement of an existing asset – Investment decisions under capital rationing.

MODULE – 3:

Risk Analysis in Capital Budgeting – Nature of Risk/statistical techniques for Risk analysis – Risk analysis in practice – sensitivity analysis – Scenario analysis simulation analysis - Decision trees for sequential investment decisions – utility theory and capital budgeting.

MODULE – 4:

Corporate Restructuring – Mergers and Acquisitions, Corporate Restructuring – Valuation under M&A: DCF approach Financing a merger – significance of PE Ratio and EPS analysis – Accounting for M&As – Leveraged buyouts.

MODULE – 5:

Derivatives for managing financial risk, Introduction – Derivatives & Risk hedging – Hedging instruments – Options, Futures, forwards & swaps – use of derivatives. A Survey of software packages for Financial Decisions making.

Books for Reference:

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*, Prentice Hall of India.
4. Schall & Haley, *Financial Management*, McGraw Hill, New York.
5. Brealey & Myres, *Principles of Corporate Finance*, McGraw Hill, New York.
6. Prasanna Chandra, *Financial Management, Theory and Practice*, Tata McGraw Hill.
7. Khan & Jain, *Financial Management*, Tata McGraw Hill.
8. I.M. Pandey, *Financial Management*, Viaks Publishing House.
9. S.C. Kuchal, *Financial Management*, Chaitanya Publishers, Allahabad.
10. Chakraborty & others, *Financial Management and Control*, Mcmillan India Ltd.

1.6 HUMAN RESOURCE MANAGEMENT

Objectives:

1. To expose the students to the principles and practices of Human Resources Management.
2. To make students internalize good HR practices.

Module – 1:

Nature and scope of Human Resource Management (HRM) objectives of HRM, HRM functions, organization of HRM department, qualities of HR Manager, personnel policies and principles, new challenges of HRM, HRM model.

Module – 2:

Human Resource planning, factors affecting planning, planning objective, planning process, evaluation of planning.

Job analysis and design- need for and process of job analysis and design.

Employee hiring: recruitment, importance, nature and international recruiting, selection, importance, process, recruitment and selection practices in India.

Training and development- nature, importance. Training, inputs, training process, recent trends in training, training practices in India.

Job evaluation, nature, objectives, process of evaluation, Performance and appraisal: nature, importance, process of evaluation, challenges.

employee compensation, wage concepts and principles, factors affecting compensation plans, incentives- group and individual plans, wage and salary policies in India.

Module – 3:

Employee safety and health – reasons for accidents and ways of avoiding accidents, need for safety, safety policy:

Health – physical, mental, noise control, work stress, AIDS, alcoholism and drug abuse, violence at work place, workplace harassment.

Participative management, scope and ways of participation, labour welfare – approaches and types.

Industrial relation – causes for disputes and ways of resolving disputes. Trade union– relevance of unions.

Module-4:

Human resource audit, audit of corporate strategy, audit of human resource function, audit of managerial compliance, audit of employee satisfaction.

Ethical issues in HRM –HR ethical issues, managing ethics.

Books for Reference:

1. William .B. Werther & Keith Davis: *Human Resource & Personnel Management*, McGraw Hill.
2. Terry L. Leap & Michael D. Crino: *Personnel / Human Resource Management*, Maxwell Macmillan,
3. H.John Bernardin and Joyce E.A. Russel: *Human Resource Management an Experimental Approach*, McGraw Hill.
4. David. A. Decezo and Stephen P. Robbins: *Personnel / human Resource Management*, PHI.
5. Michael Armstrong: *A handbook of Personnel Management*, NP, Kogan page.
6. Gary Dessler: *Personnel Management*, Prentice Hall India.
7. Edwin D. Flippo: *Personnel Management*, McGraw Hill Book Co.
8. Aswathappa K: *Human Resource and Personnnel Management*, Tata McGraw Hill.
9. Wyne F. Cascio and Clias N. Awad: *Human Resource Management*.

1.7 COMMUNICATION SKILLS

Objectives

1. To sharpen the Analytical, written, non-verbal, Spoken Communication and interpersonal skills essential in organizations involving Decision making and implementation.
2. To demonstrate good team work and negotiation skills.

MODULE – 1: COMMUNICATION IN BUSINESS

Importance of Communication, Forms of Communication, Communication Network of the Organisation; Process of Communication: Different stages, Difference between oral and written communication.

MODULE – 2: ORAL COMMUNICATION SKILLS

Fundamentals, Barriers and Gateways, Public Speaking, Effective Power point presentations, body language, non-verbal, facial expression, voice modulation, eye contact, audience research, questions from the audience, Communication and emotional intelligence, Creativity in oral communication, Communication through telephonic, Video and Skype, Group Discussion.

MODULE – 3: WRITTEN COMMUNICATION SKILLS

Writing an effective Report: Stages of writing, Style and Tone; Five Ws and one H of Report writing, Divisions, Numbering and use of visual aids, Creativity in written Communication, Use of Picture, diagram in written communication, Writing Commercial letters, E-mail Messages, Maintaining a Diary, Job application and Resume writing.

MODULE – 4: LISTENING SKILLS

Importance and need, Types, Active and Empathic listening, Listening and Judgment, Developing skills, listening and understanding, Anatomy of Poor Listening, Features of good listener.

MODULE – 5: INTERPERSONAL COMMUNICATION SKILLS

Advantages and disadvantages of utilizing the team work; Characteristic features of successful teams; stages of the development of a team; team roles; challenges in team working, forms of non-team behavior.

Conditions of negotiating; strategies of negotiating (Win-win, win-loss); participative negotiations; negotiating tactics; cognition and emotions in negotiating; negotiating and ethics.

Types and sources of conflicts; the influence of various cultures on the solving of conflicts.

Book References:

- 1.
2. Monipally MM, Business Communication Strategies, McGraw Hill
3. Bovee, Till and Schatzman, Business Communication today, Pearson
4. Scot Ober, Contemporary Business Communication, Biztantra
5. Parag Diwan, Business Communication, Excell books
6. Murphy, Effective Business Communication, McGraw-hill
7. Teaching and learning Resources;
http://eff.cls.utk.edu/fundamentals/eff_standards.htm
<http://www.ndted.org/teachingResources/ClassroomTips/Communication.htm>

2.1 INDIAN BANKING

Objectives:

1. To expose the students to Indian Banking System along with the latest reforms in Banking.
2. To enable the students to understand prudential norms and new technologies in Banking

MODULE 1:

Evolution of Banking Institutions in India-Role of Joint stock banks in India, Presidency banks, Imperial Banks, State Bank of India, Commercial Banks, and Nationalized Lead Banks, Regional Rural Banks (RRBs), Local Area Banks, Banking reforms after 1990. Private banks and Foreign Banks- Salient Features, Objectives, Functions.

MODULE 2:

RBI and its Role, monetary and credit policy, CRR,SLR in Banks, Banking system and Banks in India, Banking Regulation Act 1949.

MODULE 3:

Monitoring and Follow-up, IRAC Norms (i.e, Income Recognition and Asset Classification norms), Non-performing Assets, Securitization Act. E-Banking, Payment system, settlement system, Business and profit planning

MODULE 4:

BASEL I, II and III, CRAR and RBI Prudential norms on New capital Adequacy and framework.

MODULE 5:

Banking Innovations-New Technology in banking, E-Services, debit and credit cards, Internet Banking, ATM, Electronic Fund Transfer, MICR, RTGC, DEMAT

Book References

1. Tannan M L: Banking Law and Practice in India
2. Shekar K C: Banking Theory Law and Practice
3. Gorden and Natarajan: Banking Theory Law and Practice
4. S.P. Srivastava: Banking Theory Law and Practice
5. Kiran Prakashan: Banking and Financial Awareness
6. Moorad Choudhry: The Principles of Banking,
7. Mr. Yat-fai Lam, Mr. Edward Tak-wah Kwan and Dr. Kin-keung Lai, Managing Credit Risk Under the Basel III Framework
8. Leonard Matz, Liquidity Risk Measurement and Management: Basel III And Beyond

2.2 RISK MANAGEMENT

Objective

To provide basic knowledge of risk, type of risks and tools of risk management.

MODULE 1:

Definition of Risk and uncertainty- Classification of Risk, Sources of Risk-external and internal. Risk Management-nature, risk analysis, planning, control and transfer of risk, Administration of properties of an enterprise, provision of adequate security arrangements. Interface between Risk and Insurance- Risk identification, evaluation and management techniques, Risk avoidance, Retention and transfer, Selection and implementation of Techniques. Various terminology, perils, clauses and risk covers.

MODULE 2:

Introduction to Risk Management, Types of Risk, Evolution of Risks, Steps in risk management, RBI guidelines.

MODULE 3:

Credit Risks Credit Risk Management models - Introduction, Motivation, Functionality of good credit. Risk Management models- Review of Markowitz's Portfolio selection theory –Credit Risk Pricing Model – Capital and Regulation. Risk management of Credit Derivatives.

MODULE 4:

Market Risk (includes asset liability management)

Yield Curve Risk Factor-Domestic and global contexts-handling multiple risk factor-principal component analysis- value at Risk (VAR) – implementation of a VAR system- Additional Risk in fixed income markets-Stress testing- Bank testing.

MODULE 5:

Operational Risk - Introduction-typology of operational risk- measuring operational risk -Who manages operational risk- key to implementing bank-wide operational risk management- why invest in operational risk management. Technology Risk- Best practice –operational risk systems/Solutions.

MODULE 6:

Tools for Risk Management Derivatives Futures, Options, Swaps, ECGS

Book Reference:

1. The professional's Hand book of Financial Risk Management by Marc Lox and Lev Borodorsky.
2. Thomas S. Coleman A, Practical Guide to Risk Management
3. Paul Hopkin, Fundamentals of Risk Management
4. George E Rejda and Michael McNamara, Principles of Risk Management & Insurance
5. John C. Hull, Risk Management & Financial Institutions

2.3 ADVANCED E-COMMERCE AND MOBILE COMMERCE

OBJECTIVE:

This course will provide an analytical and technical framework to understand the emerging world of e-commerce and mobile commerce. E-commerce and mobile commerce poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models.

MODULE 1

Threats in e-commerce, Encryption overview, Elements of an encryption system, Secret key encryption, Public-key encryption, Digital signatures, Digital Certificates, Types of Cryptographies, Secure Sockets Layer (SSL), Smart Cards and its applications. Electronic Data Interchange-Evolution, uses, Benefits, Working of EDI, EDI Standards, EDI Components, EDI Services, ANSI X12 and EDIFACT

MODULE 2

Overview of Electronic Payment Systems, Cybercash, Smart Cards, Electronic Banking - types, Electronic Fund Transfers - Digital Token-based Electronic Payment Systems, E-cash, e-Cheque, Payment Systems on internet- Risk of Electronic Payment Systems. Secure Electronic Transactions (SET) Protocol

MODULE 3

M-Commerce - Introduction – Infrastructure Of M-Commerce – Types Of Mobile Commerce Services – Technologies Of Wireless Business – Benefits And Limitations, Support, Mobile Marketing & Advertisement, Non – Internet Applications/services in M-Commerce – Wireless/Wired Commerce Comparisons

MODULE 4

A Framework For The Study Of Mobile Commerce – NTT Docomo's I – Mode – Wireless Devices For Mobile Commerce – Towards A Classification Framework For Mobile Location Based Services – Wireless Personal And Local Area Networks – The Impact Of Technology Advances On Strategy Formulation In Mobile Communications Networks, 2G, 3G and 4G technology

MODULE 5

The Ecology Of Mobile Commerce – The Wireless Application Protocol – Mobile Business Services – Mobile Portals – Factors Influencing The Adoption Of Mobile Gaming Services – Mobile Data Technologies And Small Business Adoption And Diffusion – M-Commerce In The Automotive Industry – Location – Based Services: Criteria For Adoption And Solution Deployment – The Role Of Mobile Advertising In Building A Brand – M-Commerce Business Models

REFERENCE BOOKS:

1. Dave Chaffey, "E-Business and E-Commerce Management", Third Edition, 2009, Pearson Education
2. Brian E. Mennecke, Troy J. Strader, "Mobile Commerce: Technology, Theory and Applications", Idea Group Inc., IIR Press, 2003.
3. P. J. Louis, "M – Commerce Crash Course", McGraw – Hill Companies February 2001.
4. Paul May, "Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business" Cambridge University Press March 2001.
5. Michael P. Papazoglou, Peter M.A. Ribbers, 'e – business organizational and Technical foundation', Wiley India 2009
6. Dr. Pandey, Saurabh Shukla E-commerce and Mobile commerce Technologies, Sultanchand, 2011

7. M-Commerce: Technologies, Services, and Business Models By Norman Sadeh, Wiley Publications.
8. Mobile Commerce: Technology, Theory, and Applications - Idea Group Incorporation, UK
9. Mobile Commerce: Opportunities, Applications, and Technologies of Wireless, By Paul May, Cambridge University Press

2.4 BUSINESS RESEARCH METHODS

Objectives:

1. To familiarize students with concepts, tools and techniques of the methodology of business research.
2. To enable students to do a research / consultancy project in the fourth semester.

Module – 1:

Research: Meaning, Purpose, Scientific method, types of research; scope of business research.

Review of literature: need, purpose, notes taking.

Module – 2:

Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques.

Research Design: Meaning, nature, process of preparation, components of research design.

Module – 3:

Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, socio-metry, check list; pre-testing of tools, pilot study.

Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.

Module – 4:

Analysis of data; Simple statistical techniques and their uses. Testing of Hypothesis, Research Applications – market survey.

Report – Writing: Planning report writing work-target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report.

Books for References:

1. Moses, C.A. *Survey Methods in Social Investigation*.
2. Goode & Hatt, *Methods in Social Investigation*.
3. William Emory, *Business Research Methods*.
4. Vernon Colver & H.L. Balsleg, *Business Research Methods*.
5. Krishnaswamy O.R, *Methodology of Research in Social Sciences*, Himalya Publishing house.
6. Kothari. C.R, *Methodology of Research*, Vikas Publishing House.
7. K.R. Sharma, *Research Methodology*, National Publishers , Jaipur.
8. Wilkinson & Bhandarkar, *Methodology and Techniques of Social Research*.
9. Cooper D.R and P.S. Schindler, *Business Research Methods*, Tata McGraw Hill

2.5 OPERATIONS RESEARCH & QUANTITATIVE TECHNIQUES

Objectives:

1. To impart knowledge in concepts and tools of OR and QT
2. To make students apply these in managerial decision making.

Module – 1

Linear programming, problem formulation, graphical method and simplex method of solution, description of software packages for solving LLP, product mix problems, other managerial applications. Transportation Models, Assignment models.

Module – 2

Probability- basic rules, random variables, probability distributions, expected value, variance, Normal distribution, risk analysis in capital – budgeting.

Module – 3

Network analysis, PERT, CPM-drawing the network activity times, event times, critical path, total and free slack-cost time trade off and crashing. Software packages (Description only)

Inventory models, EOQ model, sensitivity analysis, model with one, price break inventory control systems in practice.

Module – 4

Decision making under uncertainty, different decision criteria, decision trees. Simulation, model building, the process, problems with special reference inventory and financial managements. Critical evaluation of software.

Books for Reference

1. Srivastava V. K. et al – *Quantitative Techniques for Managerial Decision Making*, Wiley Eastern Ltd
2. Richard, I. Levin and Charles A. Kirkpatrick – *Quantitative Approaches to Management*, McGraw Hill, Kogakusha Ltd
3. Budnik, Frank S. Dennis Mcleavy, Richard Mojena – *Principles of Operation Research* - AIT BS New Delhi.
4. Sharma J K – *Operation Research- theory and applications*-Mc Millan, New Delhi
5. Kalavathy S. – *Operation Research* – Vikas Pub Co
6. Gould F J – *Introduction to Management Science* – Englewood Cliffs N J Prentice Hall.
7. Naray J K, *Operation Research, theory and applications* – Mc Millan, New Dehi.
8. Taha Hamdy, *Operations Research*, Prentice Hall of India
9. Tulasian: *Quantitative Techniques*: Pearson Ed.
10. Vohr. N.D. *Quantitative Techniques in Management*, TMH.
11. Stevenson W.D, *Introduction to Management Science*, TMH.

2.6 BUSINESS MARKETING

Objectives

1. To facilitate indepth understanding of similar and differences between Business to business Marketing and Consumer Marketing.
2. To equip students, with application tools towards formulating and implementing Business marketing strategies.

Module – 1:

Nature of Business Marketing

What is Industrial/Business Marketing; Differences between Business and Consumer Marketing; Nature of Demand in Industrial Markets.

Organisational Buying and Buying Behaviour

Organisational Buying Decision Process; Buying Situations; Buy grid Frame Work; Buying Centre Roles; Key Members of Buying Centre.

Models of organizational Buying Behaviour; The Webster and Wind Model; The Sheth Model.

Module – 2:

Buyer – Seller Relationship

Buyer and Seles representative Interaction; Relationship Marketing; Sales Presentation; Negotiation; Reciprocity; Dealing with Customers' Customer; Customer Service; Management of Major and National Accounts.

Relationship marketing, Managing Buyer Seller relationship, Customer Relationship Management. Defining E-Commerce, Key Elements Supporting E-Commerce, Internal Strategy implementation.

Supply Chain Management

Concept of Supply Chain Management, Strategic Role of Logistics, Business to Business Logistical Management.

Module – 3:

Marketing Research and Marketing Intelligence

Nature and Scope of Industrial Marketing Research; Marketing Research Process; Industrial Marketing, Intelligence System.

Strategic Planning, Implementing and Controlling in Industrial Marketing

Role of Marketing in Strategic Planning; Strategic Planning at Corporate Level; Strategic Planning Process at Business Unit Level; Developing Industrial Marketing Plan; Implementing and Controlling Marketing Plans; Industrial Market Segmentation, Target Marketing, and Positioning.

Module – 4:

Product, Pricing Strategies and New Product Development

Meaning of Industrial Product; Changes in Product Strategy; Strategies for Existing Products; Product life Cycle and Strategies, Pricing Strategies

Impact of Technology; High Tech Marketing; New product Classification, Development Process and Strategy.

Distribution Channels and Marketing Logistics

Alternative structures of Industrial Channels; Types of Business Intermediaries; Channel Design; Managing Channel Members.

Business Logistics System; Tasks of physical Distribution; Total Distribution Cost and Customer Service.

Module – 5:

Business Communication

Developing Business Communication Programme; Functions performed by Industrial Advertising; Media used for Industrial Advertising.

Promotion – Trade shows, Seminars, Demonstrating; Role of Indirect Marketing – On-line marketing, Telemarketing, Direct Mail; Publicity and Public Relations.

Business – To – Business Selling: Team Selling Approach; Solution – Oriented effort; Entrepreneurial Philosophy.

Selling Structure: Direct sales force; sales coverage through Manufacturer's representative and Distributors. Sustaining customer relationship.

Books for Reference:

1. Michael Dhutt Thomas W Spen, A Strategic View of Industrial and Organisational Markets, homson Publications.
2. Robert R. Reeder, Edward G.Brierty and Betty H. Reeder, Industrial Marketing – Analysis, Planning and Control, Prentice Hall, India, 1998.
3. Richard Hill, Alexander Rosph and James S. Cross, Industrial Marketing, AITBS, 2001
4. James C. Anderson, James A.Narus, Business Market Management, Pearson Education, 1999.
5. Krishna K Havaldar, Industrial Marketing, Tata Magraw Hill.

2.7 MICRO FINANCE

Objectives:

- 1) To make the student understand the concept of Financial Benefits and RBI guidelines to Micro Finance.
- 2) To have on overview of different players, institutions and regulatory agencies influencing the Micro Finance activity.
- 3) To examine & compare the changing scenario of the Rural people with the use of Microfinance.

Module 1 : Introduction to Finance

Meaning & definition of Finance -- Who, where, what, how & when of financial Arrangements -- Types of Financial or credit arrangements.

Module 2: Financial Institutions

Financial institutions – establishments -- objectives & functions -- NABARD, IFCI, SIDBI, ICICI, SFC & GRAMEEN BANKS Role of Commercial Banks and Rural Credit-Objectives and functions of commercial Banks-The Progress of Commercial Banks-Types of Rural Credit- Short term and long term credit-Terms and Conditions of finance-Repayment conditions-Lead Banks Scheme and Rural Credit Institutional Linkages Need for Readjustment of Rural Development Strategies Need for Sustainable Rural Development

Module 3: Micro Credit:

Micro finance: Concept, Elements, Importance and Brief History-Sustainable community Banking-role of Micro finance in Poverty Reduction.

Meaning & Definition of Micro Credit – Micro Finance -- Features – Models – Channels – Micro Finance Institution – Introduction – establishment – objectives – their operations – pros & cons of MFI's.

Module 4: Self Help Groups:

Meaning of SHG's – Pattern of their functions – Funding Agencies of these SHG's – Activities of SHGs: Savings, Credit, Marketing and Insurance – Role of SHG's in Financial & Social Inclusion. Self-help, Self-help Groups and Self-help Promotion: concepts, Elements, Stages and Significances - Structure of Self-help groups - Precautions to be taken while forming the SHGs

Module 5: Functioning of SHG's

Various Models of SHGs existing in India -- their features, objectives, functions – Govt. schemes – NGO Activeness – Present state - Role of NGOs in Rural Development Interface between NGOs and GOs : Need and Strategies of Non Governmental Organizations :Concept - Structure – Funding.

Books for references:

1. A.N.Agarwal and Kundana Lal: - Rural Economy of India – Vikas publishing House Ltd. – New Delhi-110014, 1990
2. The Economics of Microfinance by Jonathan Morduch and Beatriz Armendáriz
3. Women at the Centre: Grameen Bank Borrowers After One Decade by Helen Todd
4. Small, Short and Unsecured: Informal Rural Finance in India by F J A (Fritz) Bouman
5. Micro Finance – Impact and insights S.Rajagopalan Nirali Parikh The ICFAI University press 2007
6. Micro Finance and Poverty eradication - Indian and global experiences Dr. Daniel Lazar Prof. P.Palanichany New Century Publication, New Delhi 2008
7. Macro Dynamic of Micro Finance Daniel Lazar P. Natarajan Malabika Deo Excels Books 2010

8. Johns Hopkins School of Advanced International Studies: Microfinance and Development 1, taught by Elissa McCarter and Kate Druschel Griffin
9. Rudradath and K.P.M.Sundaram-Indian Economy—S.cand & Co. Limited, New Delhi-110055, 2008
10. S.K.Mistra & V.K.Puri – Indian Economy- Himalaya Publishing House, Mumbai- 400004, 2008.
11. I.C.Dingra: Rural Banking in India- S.Chand & Co. Limited, New Delhi-110055, 1994
12. Yunus, M., Rural Agricultural Credit Operations in Bangladesh
- 13.Vasant Desai A Study of Rural Economy

One of the Master of Commerce course is to impart to the students, professional education and training in various aspects of business and its environment and provide them with opportunities to develop managerial and analytical skills in order to meet the challenges of business at the national and global level.

2. Eligibility for Admission:

A candidate who has passed the B.Com/B.B.M/ BBS and BBA Degree examination of this University or of any other University re

cognized as equivalent thereto and has secured not less than 50% of the marks in the aggregate in all the Commerce subjects of Business Education in all the years (Examinations of the B.Com/BBM course) shall be eligible for admission to the course. In the case of SC/ST/Cat-I students and blind students the minimum percentage of marks required shall be less by 5%

3. Duration of the Course:

The course of study for M.Com, degree shall extend over a period of two years divided into 4 (four) semesters. Each Semester will be of 16 weeks or more duration with a minimum of 90 actual working days.

4. Scheme of Instruction:

1. In each semester there will be seven papers (including practicals)
2. There will be 27 contact hours per week. This includes practicals.
3. Candidates are required to maintain record for computer practicals, which will have to be certified by the Chairman / Co-ordinator of the course, failing which students will not be permitted to take the end semester examination in that subject.

5. Attendance:

Each course (theory/practical) shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of 75% of the total instruction hours in a course (theory/practical) including tutorials and seminars in each semester. There shall be no provision for condonation of shortage of attendance and a student who fails to secure 75% attendance in a course shall be required to repeat that semester.

6. Medium of Instruction:

The medium of instruction shall be English. However a candidate will be permitted to write the examination either in English or in Kannada.

Registration:

register for all the papers of a semester when he appears at semester for the first time.

8.1 There shall be a University examination at the end of each semester.

8.2 The details of the scheme of examination are as given below:

Sl. No.	Course	Duration	No. of papers per semester	Maximum Marks of Per Semester	No. of Credits
1	M.Com	I & II	6+1	700	52 (26+26)

8.1 Each semester will normally have six (Hardcore) and one (soft core) paper and each shall be for 100 marks.

8.2 (i) The composition of theory and internal assessment marks for each paper will be 70 and 30 respectively. However, in Computer related papers it will be 70+30 (theory + practical).

ii. Duration of examination per theory paper of 70 marks shall be for 3 hours, for practicals it will be 1½ (one and half) hours.

iii. Practical records will be evaluated as part of the practical examination.

iv. In case of practical examinations, students will be assessed on the basis of knowledge of processes, skills operations involved, results/calculations and reporting.

v. Practical examination will be conducted with both internal and external examiners. If the external examiner absents, then the examination will be conducted by two internal examiners.

8.3 Every theory paper shall ordinarily consist of two/three sections, developed to testing of conceptual skills, understanding skills, comprehension - skills, articulation and application skills.

8.4 (i) In case of theory papers the various components of internal assessment will be as follows:

- Assignment 6 5 Marks
- Attendance 6 5 marks
- Internal Test 6 20 Marks

(The test shall be for 1½ hour duration carrying 40 marks. The marks scored by the candidate shall be later reduced to 20 marks).

(ii) The Departmental Council / College / Centre shall notify in the first week of each semester, scheme of internal assessment, containing the details of tests, assignments, and seminars.

(iii) Co-ordination Committee: In order to monitor IA tests there shall be Co-ordination Committee consisting of the following:

- Chairman BOS: Chairman
- One Senior Faculty Member

(v) The Departmental Council / College / Centre may decide to give test/seminar to candidates who absent themselves for the above, only if the Council is convinced that the absence of the candidate is on valid grounds. However, the Council will allow the candidate to avail of this provision within the duration of that semester.

(vi) The statement of internal assessment shall be sent to the Registrar (Evaluation) one week prior to the commencement of that particular semester examination.

8.5 Question Paper Pattern:

Section – A:

Answer any Seven Questions out of Ten. Each Question Carries Two Marks
 (7x2=14)

Section – B:

Answer any Four Questions out of Six. Each Question Carries Five Marks (4x5=20)

Section – C:

Answer any Three Questions out of Five. Each Question Carries Twelve Marks
 (3x12=36)

8.6 Dissertation:

Each student will choose business research project/live business problem in a business organization or industry, and prepare a dissertation report. He/she will formulate it as a research/consultancy problem, work under the guidance of a faculty member on it during the II & III semesters, prepare a report based on his/her work under the guidance of a faculty member and submit at the end of each semester. This will be evaluated for 150 marks. Project Dissertation guidance for a faculty member will involve a workload of 5 hours per week in a semester. Dissertation guidance of 8 students by a faculty member will be equivalent to the teaching of one paper per semester. Viva voce examination will be conducted for 50 marks by BOE.

9. Board of Examiners and Valuation of Answer Scripts:

9.1 There shall be a Board of Examiners for scrutinizing and approving the question papers and scheme of valuation.

9.2 About 50% of the examiners appointed for setting of question papers and valuation work in each semester shall be external.

9.3 Each written paper shall be valued by one internal examiner and one external examiner. Each practical examination shall be jointly conducted and evaluated by one internal examiner and one external examiner or two external

are no internal examiners. But not by two internal

marks between two valuation is more than 15% of the Registrar (Evaluation) or his nominee shall check the marks assigned by the two valuers. If there is any mistake in totaling, it shall be rectified. While checking the total, if it is observed that any one or more of the answers is not valued by one of the valuers, the Chairman, BOE shall advise internal members of the Board of Examiners to value that answer. After receiving the marks, the Chairman, BOE shall make the necessary corrections. Despite all these corrections, if the difference between the two valuations is still more than 15%, the Chairman, BOE shall arrange for third valuation by examiners from the approved panel of examiners.

9.5 In case of two valuations, the average of the two valuations and if there are three valuations, the average of the nearest two valuations shall be taken for declaring results. The candidates not satisfied with the results may apply for photocopies of the answer scripts and / or challenge valuation.

9.6 Challenge Valuation:

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with the prescribed fee to the Registrar (Evaluation) within 15 days after the announcement of the results. Such candidates shall be provided with a Xerox copy of the answer book after concealing the name of the valuers.

The answer scripts for which challenge valuation is sought for shall be sent to another external examiner. The average of the marks awarded in the challenge valuation and the marks of the earlier valuation which is closer to the challenge valuation shall be the final award.

10. Classification of Successful candidates:

Minimum for a pass in each paper shall be 40% in Semester paper and 50% in aggregate of all the papers in that semester.

The results of successful candidates at the end of each semester shall be declared on the basis of Percentage of Aggregate Marks and in terms of Grade Point Average (GPA) and alpha ó sign grade. The results at the end of the fourth semester shall also be classified on the basis of Percentage of Aggregate Marks and on the basis of the Cumulative Grade Point Average (CGPA) obtained in all the four semesters and the corresponding overall alpha ó sign grade. An eight point grading system, alpha ó sign grade as described below shall be adopted.

First Class with Distinction	70% and above (A+, A++ or O)
First Class	60% and above but less than 70% (A)
High Second Class	55% and above but less than 60% (B+)
Second Class	50% and above but less than 55% (B)
Pass Class	40% and above but less than 50% (C)

Grading Scale:

5-<5.5	5.5-<6	6-<7	7-<8	8-<9	9-10
B	B+	A	A+	A++	O

Point Average (CGPA) at the end of fourth semester shall be computed as follows:

Computation of Grade Point Average (GPA):

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the table below. They shall be generally percentages divided by 10. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

ILLUSTRATION 1 (26 Credits)

Papers	P1	P2	P3	P4	P5	P6	P7	Total
Max. marks	100	100	100	100	100	100	100	700
% Marks Obtained	77	73	58	76	64	66	82	496
Grade Points Earned (G.P.)	7.7	7.3	5.8	7.6	6.4	6.6	8.2	-
Credits for the Course (C)	4	4	4	4	4	4	2	26
Total GPW = GP x C	30.8	29.2	23.2	30.4	25.6	26.4	16.4	182

Semester Aggregate Marks : **496 / 700 = 70.86%**

Classification of Result : **First Class with Distinction**

The GPA shall then be computed by dividing the total GPW of all the courses of study by the total credits for the semester, $GPA = \text{Total GPW} / \text{Total Credits} = 182 / 26 = 7.0$

Semester Alpha Sign Grade: **A+**

ILLUSTRATION 2 (24 Credits)

Papers	P1	P2	P3	P4	P5	P6	Total
Max. marks	100	100	100	100	100	100	600
% Marks Obtained	67	73	78	76	84	88	466
Grade Points Earned (G.P.)	6.7	7.3	7.8	7.6	8.4	8.8	-
Credits for the Paper	4	4	4	4	4	4	24
Total GPW = GP x C	26.8	29.2	31.2	30.4	33.6	35.2	186.4

Semester Aggregate Marks: **466 / 600 = 77.67%**

Classification of Result: **First Class with Distinction**

$GPA = \text{Total GPW} / \text{Total Credits} = 186.4 / 24 = 7.77$

Semester Alpha Sign Grade: **A++**

11. Calculation of Cumulative Grade Point Average (CGPA):

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

	I	II	III	IV	Total
	700	700	600	600	2600
	496	560	466	510	2032
Semester Alpha Sign Grade	A+	A++	A+	A++	-
Semester GPA	7.0	8.0	7.77	8.5	-
Semester Credits	26	26	24	24	100
Semester GPW	182	208	186.5	204	822.9

Aggregate Percentage of Marks = $2032 / 2600 = 78.15\%$

Classification of Result: **First Class with Distinction**

Cumulative Grade Point Average (CGPA)

= Total of Semester GPW / Total Credits for the programme = $780.5 / 100 = 7.805$

Programme Alpha Sign Grade: A++

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha sign grades assigned.

12. MINIMUM FOR A PASS:

- 12.1 A candidate shall be declared to have passed the PG program if he/she secures at least a CGPA of 4.0 (Course Alpha-Sign Grade C) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as Theory Papers / Practicalø / Project Work / Dissertation / Viva-Voce.
- 12.2 The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.0 (or Alpha-Sign Grade A).
- 14.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.
- 12.4 A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha-Sign Grade but not for ranking.
- 12.5 **There shall be no minimum in respect of internal assessment.**
However minimum pass in each paper shall be 40% in semester end exam (28 Marks out of 70 Marks) and 50% aggregate of all papers in that semester.
- 12.6 A Candidate who fails in any of the unit / dissertation / viva-voce shall reappear in that unit / dissertation / viva-voce and pass the examination subsequently.
13. **CARRY OVER PROVISION:** Candidates who fail in a lower semester examinations may go to the higher semesters and take the examinations.

14. REJECTION OF RESULTS:

- i. A candidate who fails in one or more papers of a semester may be permitted to reject the result of the whole examination of that semester. **Rejection of result**

be permitted. A candidate who rejects the results shall not be permitted to appear for the examination of that semester in the subsequent examination.

may be rejected only once in each semester and the rejection once rejected.

iii. Application for rejection along with payment of the prescribed fee shall be submitted to the Registrar (Evaluation) through the department/college together with the original statement of marks within 30 days from the date of publication of the result.

iv. A candidate who rejects the result is eligible for only class and not for ranking.

15. IMPROVEMENT OF RESULTS:

- i) A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- ii) The reappearance could be permitted twice during double the period without restricting it to the subsequent examination only. The regulation governing maximum period for completing various degree/ diploma programme notified by the University from time to time shall be applicable for improvement of results also.
- iii) The student could be permitted to apply for the improvement examination 45 days in advance of the pertinent semester examination whenever held.
- iv) If the candidate passes in all the subjects in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.
- v) A candidate who has appeared for improvement is eligible for class only and not for ranking.
 Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

16. POWER TO REMOVE DIFFICULTIES

- i) If any difficulty arises in giving effect to the provisions of these regulations, the Vice-Chancellor may by order make such provisions not inconsistent with the Act, Statutes, Ordinances or other Regulations, as appears to be necessary or expedient to remove the difficulty.
- ii) Every order made under this rule shall be subject to ratification by the Appropriate University Authorities.



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OF COMMERCE) - COURSE MATRIX

M.Com (MASTER OF COMMERCE)

		Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
1.1	Monetary System	4	3	30	70	100	4
1.2	International Business	4	3	30	70	100	4
1.3	Macro Economics for Business Decisions	4	3	30	70	100	4
1.4	Information Systems and Computers	4	3	30	70	100	4
1.5	Advanced Financial Management	4	3	30	70	100	4
1.6	Human Resource Management	4	3	30	70	100	4
1.7	SOFT CORE Communication Skills	3	3	30	70	100	2
I SEMESTER TOTAL OF CREDITS							26

II SEMESTER M.Com (MASTER OF COMMERCE)

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
2.1	Indian Banking	4	3	30	70	100	4
2.2	Risk Management	4	3	30	70	100	4
2.3	Advanced E ó Commerce & Mobile Commerce	4	3	30	70	100	4
2.4	Business Research Methods	4	3	30	70	100	4
2.5	Operations Research & Quantitative Techniques	4	3	30	70	100	4
2.6	Business Marketing	4	3	30	70	100	4
2.7	SOFT CORE Micro Finance	3	3	30	70	100	2
II SEMESTER TOTAL OF CREDITS							26



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**M.Com (MASTER OF COMMERCE)
– I ACCOUNTING & TAXATION**

		Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
3.1	Business Ethics & Corporate Governance	4	3	30	70	100	4
3.2	Corporate Financial Reporting	4	3	30	70	100	4
3.3	Accounting for Managerial Decision	4	3	30	70	100	4
3.4	Strategic Cost Management ó I	4	3	30	70	100	4
3.5	Direct Taxes & Planning	4	3	30	70	100	4
3.6	Open Elective	4	3	30	70	100	4
III SEMESTER TOTAL OF CREDITS							24

**III SEMESTER M.Com (MASTER OF COMMERCE)
ELECTIVE – II FINANCE AND BANKING**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
3.1	Common Paper Business Ethics & Corporate Governance	4	3	30	70	100	4
3.2	Financial Markets	4	3	30	70	100	4
3.3	Financial Services	4	3	30	70	100	4
3.4	Security Analysis	4	3	30	70	100	4
3.5	Portfolio Management	4	3	30	70	100	4
3.6	Open Elective	4	3	30	70	100	4
III SEMESTER TOTAL OF CREDITS							24

**III SEMESTER M.Com (MASTER OF COMMERCE)
ELECTIVE – III SYSTEM MANAGEMENT**

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
3.1	Common Paper Business Ethics & Corporate Governance	4	3	30	70	100	4
3.2	Relational Database Management Systems	4	3	30	70	100	4
3.3	Data Communications and Networking	4	3	30	70	100	4
3.4	Enterprise Resource Planning	4	3	30	70	100	4
3.5	Systems Analysis and Design	4	3	30	70	100	4
3.6	Open Elective	4	3	30	70	100	4
III SEMESTER TOTAL OF CREDITS							24



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M.Com (MASTER OF COMMERCE)

– I ACCOUNTING & TAXATION

		Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
	Commodity Market	4	3	30	70	100	4
4.2	Corporate reporting practices and Ind AS	4	3	30	70	100	4
4.3	Strategic Cost Management - II	4	3	30	70	100	4
4.4	Goods and Service Taxes	4	3	30	70	100	4
4.5	Dissertation	8	--	Viva - Voce 50	150	200	8
IV SEMESTER TOTAL OF CREDITS							24

IV SEMESTER M.Com (MASTER OF COMMERCE)

ELECTIVE – II FINANCE AND BANKING

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
4.1	Common Paper Commodity Markets	4	3	30	70	100	4
4.2	Forex Management	4	3	30	70	100	4
4.3	International Financial Institutions & Markets	4	3	30	70	100	4
4.4	Banking Operations and Management	4	3	30	70	100	4
4.5	Dissertation	8	--	Viva - Voce 50	150	200	8
IV SEMESTER TOTAL OF CREDITS							24

IV SEMESTER M.Com (MASTER OF COMMERCE)

ELECTIVE – III SYSTEM MANAGEMENT

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
4.1	Common Paper Commodity Markets	4	3	30	70	100	4
4.2	Artificial Intelligence	4	3	30	70	100	4
4.3	Distributed Computing and Applications	4	3	30	70	100	4
4.4	Data Mining and Data Warehousing	4	3	30	70	100	4
4.5	Dissertation	8	3	Viva - Voce 50	150	200	8
IV SEMESTER TOTAL OF CREDITS							24

OPEN ELECTIVE

- Income Tax
- Finance and Banking

ELECTIVE PAPERS:

- ACCOUNTING & TAXATION
- FINANCE & BANKING
- SYSTEM MANAGEMENT

conscious about ethical values in real life and in business.

2. To make students internalize ethical values and practices.

Module – 1:

Ethics in Business: Definition of business ethics ó A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics ; code of ethics; importance of ethics in business.

Module – 2

Ethical Theories and Corporate social responsibility: Cognitivism and non-cognitivism; consequentialism versus non-consequentialism- Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism; Business and Religion; Ethics and Social responsibility: Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility- ethical climate in companies.

Module – 3

Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices- ethical and social issues in advertising- common deceptive marketing practices-role of consumerism.

Ethics in Finance: Unethical financial practices ó creative accounting- hostile takeovers- tax evasion- corporate crimes.

Module – 4

Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implications- Individualism versus collectivism in human resource management practices

Ethics and Information Technology: Ethical issues relating to computer applications; security threats ó computer crime- computer viruses- software piracy- hacking ó computer crime prevention ó ethical dilemmas and considerations.

Module – 5

Concept of corporate governance ó importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India.

Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, Corporate Governance code future scenario. Changes in corporate governance issues as per new Companies Act 2013

Books for Reference:

1. S.K. Chakraborty: *Foundations of Managerial Work Contributions from Indian Thought*, Himalaya Publishing House, Bombay.
2. V.S. Mahesh: *Thresholds of Motivation*, Tata McGraw Hill.
3. Pradip N. Khandwalla: *Organisational Designs for Excellence*, Tata McGraw Hill.
4. Theopane A. Mathias: *Corporate Ethics*, (Ed) Allied. Publishers.
5. Beauchamp Tom L: *Ethical Theory and Business*, Prentice Hall.
6. Behram Kack N: *Essays on Ethics in Business and the Professions*, Prentice Hall.
7. Blanchard, Kenneth : *The Power of Ethical Management*, EM of Co.
8. Borchert, Donald M: *Exploring Ethics*, Macmillan Pub. Co.
9. Bowie, Norman E: *Business Ethics*, Prentice Hall.
10. Brady, F. Neil : *Ethical Managing*, Macmillan Pub. Co.



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- fundamental concepts and problems in business Ethics,
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 at Work, Wadsworth Publishing Co.
 Contemporary Issues in Business Ethics, Wadsworth
 Publishing Company.
15. Donaldson, Thomas: *Ethical Issues in Business*, Prentice Hall.
 16. Donaldson, Thomas: *The Ethics of International Business*, Oxford University Press.
 17. Ferreth oc: *Business Ethics*, Prentice Hall.
 18. Garrelt, John C: *Business Ethics*, Prentice Hall.
 19. Hoffman, W. Michael: *Business Ethics*, Prentice Hall.
 20. Gupta. L.C. *Corporate Management and Accountability*.
 21. Mc.Millan Institution for FM and Research Chennai.



RATE FINANCIAL REPORTING

to analyze financial statements and to familiarize with the area of financial reporting.

2. To gain ability to solve financial reporting and valuation problems.

Module 1: Accounting Standards: Accounting Standards, Interpretations and guidance notes on various aspects issued by the ICAI and their applications. Overview of International Accounting Standards (IAS);

Module 2: International Financial Reporting Standards (IFRS): Interpretations by International Financial Reporting Committee (IFRIC), Significance vis-à-vis Indian Accounting Standards. US GAAP, Application of IFRS and US GAAP.

Module 3: Corporate Financial Reporting: Issues and problems with special reference to published financial statements; **Sustainability Reporting:** Concept of Triple Bottom Line Reporting, Global Reporting Initiative (GRI), and International Federation of Accountants (IFAC)

Module 4: Accounting and Reporting of Financial Instruments: Meaning, recognition, de-recognition and offset, compound financial instruments, measurement of financial instruments, Hedge accounting, Disclosures; Financial Reporting by Non-banking finance companies, Merchant Bankers, stock and commodity market intermediaries.

Module 5: Developments in Financial Reporting: Value Added Statement, Economic Value Added, Market Value Added, Shareholders' Value added, Human Resource Reporting, and Inflation Accounting.

References:

1. IFRS for India, Dr.A.L.Saini, Snow white publications
2. Roadmap to IFRS and Indian Accounting Standards by CA Shibarama Tripathy
3. IFRS explained ó A guide to International financial reporting standards by BPP learning Media
4. IFRS for finance executives by Ghosh T P, taxman allied services private limited
5. IFRS concepts and applications by Kamal Garg, Bharath law house private limited
6. IFRS: A Quick Reference Guide by Robert J. Kirk, Elsevier Ltd.
7. First lesson to International Financial Reporting Standards beginners guide by MP Vijay Kumar, prime knowledge services.
8. A student's guide to international financial reporting standards by Clare Finch, Kalpan Publishing.

Cost accounting theory in management decision making

Module – 1: managerial Decision making

Decision making process, Database for decision-making, Cost-based Decision-making.

Module – 2: Cost behavior and profit analysis:

Marginal Costing and Short term Decisions and pricing, Application of short term decision models: key factors, diversification of products, profit planning, Product mix decision, contribution analysis, make or buy decisions, discontinuation of product, diversification of product line, accept or reject special order, break-even analysis, cost-volume profit analysis.

Module – 3: Responsibility accounting and divisional performance measurement:

Responsibility accounting: meaning and definition, process in implementation, responsibility reporting, centres for control, benefits of responsibility accounting, difficulties in the implementation of responsibility accounting, methods for measuring divisional performance, divisional performance reporting.

Module – 4: budgetary control and variance analysis

Steps in Preparation of master budget, zero based budgeting (ZBB): meaning, requisites for implementation, features, ZBB vs Traditional budgeting, benefits, criticism. Planning, programming budgeting system (PPBS): meaning, definition, PPBS vs conventional budgeting, stages in PPBS, advantages. Performance budgeting: meaning, reasons of performance budget, requisites, and steps in implementation. Monitoring results and control variances: planning and operational variances, interpretation of variances. (Theory only).

Module – 5: Uniform Costing and inter firm comparison

Meaning, objectives, requisites for the installation of Uniform costing, uniform costing manual, advantages and disadvantages. Inter-firm comparison: meaning, requisites, Procedure involved under inter-firm comparison, advantages and disadvantages.

Books for Reference:

1. Vashist and Saxena, *Advanced Cost and Management Accounting*, Sultan Chand and sons.
2. Jain and Narang, *Advanced Cost Accounting*, Kalyani.
3. Arun Prasad Roy Chowdhury, etal; *Cost and Management Accountancy*, New Central Book Agency.
4. Horngren, *Cost Accounting; A Managerial Emphasis*, PHI.
5. Prasad. N.K, *Principles and Practice of Cost Accounting*, Book Syndicate.
6. ICWA Publications on application of costing principles in different industries.
7. Jawaharlal, *Cost Accounting*, TMH
8. Khan and Jain, *Theory and Problem of Management and Cost Accounting*, TMH.
9. Nigam and Sharma, *Cost Analysis and Control Management Approach*, HPH.
10. ICWA, Calcutta, *Advanced Cost and Management Accountancy Methods, Techniques and Applications*.
11. Mukherjee. S and Roy Chowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.



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STRATEGIC COST MANAGEMENT – I

leads to the internal environment of business and to enable
leading to cost.

Influence of different cost elements on business enterprise, Importance of analyzing cost elements, cost control and cost reduction: meaning, process, methods and techniques of cost control and cost reduction, cost management: areas of cost management, difference between cost management and cost accounting, role of cost accounting in strategic planning and management control.

Module – 2: Strategic Cost and Performance Evaluation:

Integration of strategic cost management with performance evaluation, Strategic cost management issues in different elements of cost; material, labour and overheads; product design, value analysis and value engineering, strategic analysis of cost, business process re-engineering, benchmarking.

Module – 3: Activity Based Costing System:

Introduction to traditional methods of overhead absorption, problems of overhead absorption system under Traditional System, introduction to ABC, Kaplan and Coopers approach to ABC, cost drivers and cost activities, allocation of overheads under ABC, Characteristics of ABC, benefits from adaptation of ABC System, problems on comparison between traditional system and ABC system.

Module – 4: Life Cycle Costing:

Meaning of LCC, factors affecting Life cycle costing, phases in product life cycle, characteristics, product life cycle and cost control. Experience curve in product life cycle costing. Project life cycle costing: Meaning, categories of project life cycle costs, optimization of project life cycle costs.

Module – 5: Just in Time and Kaizen Costing

JIT ó features, methodology in implementation of JIT, Benefits of JIT. Kaizen Costing: concept, procedure for implementation, evaluation, benefits of Kaizen costing. Lean Cost Management: Meaning, definition, factors, applications, procedure to implementation, comparison with traditional management system, Modern production management techniques, benefits and drawbacks of Lean Cost Management.

Books for Reference:

1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.,
2. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
3. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
4. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
5. S. Mukherjee & A.P. Roychowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.
6. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
7. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
8. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
9. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.
10. Brown & Haward, Mac Donald, Evans, *Principles of Management Accountancy*, London.
11. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
12. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
13. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.

Direct tax and apply the laws to business decisions.

Basic frame work of direct taxation, principles of direct taxation appraisal of annual Finance Act, tax planning and its methods, advance tax rulings.

Module – 2:

Sailent features of company taxation, scheme of taxing business income of companies, business deductions/allowances, disallowances and depreciation.

Module – 3:

Computation of taxable income of companies set off and carry forward of losses, deductions under section 80G/801A-801B-801C

Module – 4:

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.

Module – 5:

Procedure for assessment, deduction of tax at source, advance payment of tax, refunds, appeals and revision.

Module – 6:

Wealth tax for companies, charging section, exempted wealth computation of net wealth, wealth tax planning.

Books for References:

1. Vinod K. Singhanian, *Direct Tax Law and Practice*, Taxman.
2. AgrarwalP.K, *Tax Planning for Companies*, Hind Law Publishers, New DELHI.
3. Dr. H.C. Mehrotra and Dr. S.P. Goyal, *Income Tax Law and Practices*, Sahitya Bhavan, Agra.
4. Sukumar Bhattachary, *Tax Planning in India*.
5. Sharat Bargava: *Direct Taxes*.
6. B.B. Lal & N. Vashist ó *Direct Taxes*, - Pearson ó New Delhi.
7. Girish Ahuja and Dr. Ravigupta ó *Direct Taxes Law and practices*-Bharaths.
8. Dr. Manohar ó *Direct Taxes*, - Snow white.

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2. To make students internalize ethical values and practices.

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Concept of corporate governance ó importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India.

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2. V.S. Mahesh: *Thresholds of Motivation*, Tata McGraw Hill.
3. Pradip N. Khandwalla: *Organisational Designs for Excellence*, Tata McGraw Hill.
4. Theophane A. Mathias: *Corporate Ethics*, (Ed) Allied. Publishers.
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 at Work, Wadsworth Publishing Co.
 Contemporary Issues in Business Ethics, Wadsworth
 Publishing Company.
15. Donaldson, Thomas: *Ethical Issues in Business*, Prentice Hall.
 16. Donaldson, Thomas: *The Ethics of International Business*, Oxford University Press.
 17. Ferreth oc: *Business Ethics*, Prentice Hall.
 18. Garrelt, John C: *Business Ethics*, Prentice Hall.
 19. Hoffman, W. Michael: *Business Ethics*, Prentice Hall.
 20. Gupta. L.C. *Corporate Management and Accountability*.
 21. Mc.Millan Institution for FM and Research Chennai.

the working of financial markets in India and abroad.

Module – 1

Security markets ó Primary and Secondary market, Primary market ó Its role and functions, Methods of selling securities in Primary market bought out deals and private placements trading mechanism ó Screen based trading, insider trading

Module – 2

Public Issue Management, prospectus, regulation and certification, pricing of new issues, guidelines, functions of underwriters, merchant bankers, issue managers, registrars to issue

Module – 3

Organization and functioning of stock exchange in India, operations of stock markets, listing requirements, regulation and control of stock markets, National Stock Exchange (NSE) and OTCEI, investor protection and SEBI guidelines.

Module – 4

International financial environment, raising of finance in international markets, Euro issues, GDRs and ADRs Guidelines for raising funds in international markets through various instruments.

Working of International Stock exchanges with respect to their size ó listing requirements ó membership ó clearing and settlement of New York Stock Exchange, NASDAQ, London Stock Exchange, Tokyo Stock Exchange, Luxemburg Stock exchange, German and France Stock Exchanges.

Books for Reference:

1. Dalton, John M: *How the stock markets works*, Practice Hall, Delhi.
2. Machiraju H R: *Working of Stock Exchanges in India*, Wiley Eastern Ltd, New Delhi.
3. Gupta L. C.: *Stock Exchange Trading in India Society for Market Research and Development*, Delhi.
4. Raghunatham V: *Stock Exchange and Investments*, Tata, McGrawHill, New Delhi
5. Gordon & Nataraj: *Financial Markets and Services*, Himalaya Publishing House
6. Avadhani : *Investment and securities markets in India*, Himalaya Publishing House
7. Khan M Y: *Indian Financial System*, Tata McGraw Hill, New Delhi.
8. Giddy I H: *Global Financial Markets*, AITBS New-Delhi.
9. Preethi Singh: *Investment Management*, Himalaya Publishing house



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3 FINANCIAL SERVICES

vide variety of emerging financial services.

Financial Services and Economic environment, Fund based and Non-fund based activities ó Modern activities ó Financial innovations ó New financial instruments ó challenges to the sector.

Module – 2

Financial, Legal and tax aspects of leasing lease evaluation types of leases, lease structuring and funding of lease, import leasing and cross border leasing, evaluation of hire purchase agreements.

Module – 3

Factoring, features, factoring V/S bill discounting, recent developments in Indian context, consumer finance, credit financing schemes for consumer durables, credit cards & other cards, venture capital financing, guidelines and evaluation of new project ideas.

Module – 4

Credit rating concept, scope and need, features, Credit rating process and agencies, credit rating symbols, Rating frame work, Factors. Advantages and limitations of credit rating.

Mutual funds - meaning and definition, types, determination of NAV, Advantages and disadvantages of mutual funds.

Module – 5:

Securitisation Definition and concept, players involved, Instruments of securitisation, process of securitisation.

Depository Services: meaning and need, dematerialization, process of dematerialization and rematerialization ó Derivatives.

Books for Reference:

1. Gorden & Nataraj: *Financial Markets and Services*, Himalaya Publising House
2. Avadhani : *Investment and securities markets in India*, Himalaya Publising House
3. Khan M Y: *Indian Financial System*, Tata McGraw Hill, New Delhi.
4. Giddy I H: *Global Financial Markets*, AITBS New-Delhi.
5. Preethi Singh: *Investment Management*, Himalaya Publishing house
6. Guruswamy, S: *Financial services*, Vijay Nicole imprints, Chennai.
7. P.K. Sahoo, *Financial Services and markets*, Himalaya
8. I.M. Pondevy *Venture Capital: The Indian Experince* Prentice Hall, New Delhi.
9. J.K. Dietrich, *Financial Services and Financial Institution*, Prentice Hall.
10. Sashi. K. Gupta & Nisha Aggarwal, *Financial Services*, Kalyni Publication.



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SECURITIES ANALYSIS

is in analyzing various types of securities

Investment management, nature and scope, investment avenues, types of financial assets and real assets, Security return and risk ó Systematic and unsystematic risk ó sources of risk, Measurement of risk and return, sources of investment information.

Module – 2

Risk and return analysis, Definitions of risk. Types of Risk, minimizing risk explosive, Risk measurement (Standard Deviation, Beta, covariance, correlation coefficient) review problems.

Module –3

Fixed income securities ó bonds, preference shares-sources of risk, valuation, duration of bonds-theory of interest rates ó yield curve. Bond innovations and their valuation.

Module –4

Analysis of variable income securities, fundamental analysis ó analysis of economy, industry analysis, company analysis ó financial and non-financial. Equity valuation models. Options, futures, forwards, warrants, and their valuations.

Module – 5

Technical analysis ó Dow's theory, charts ó Efficient market hypothesis and its implications, Tax aspects of investment, Securities Trading Procedure.
A Critical survey of software packages for security analysis.

Books for Reference:

1. Donald E. Fischer and Ronald J. Jordan: *Security Analysis and Portfolio Management*, Pearson Ed.
2. Stanely S.C. Huang Maury Stall : *Investment Analysis and Management*, Allyn and Bacon Inco., Massachustes
3. Timoty E. Jahanson : *Investment Principles*, Prentice Hall, New Jersey.
4. Jerome B. cohen and Edward D. Zinbarg etal : *Investment Analysis and Portfolio Management*, Ricchard D., Irwin Inc., Illinois.
5. J. C. Fancis: *Investment Analysis and Management*
6. Haim Levy and Marshall Sarnat: *Portfolio and Investment Selection Theory and practice*, prentice hall International New Jersey.
7. Graham B. D. Dodd and S. Bolts: *Securities Analysis*, McGraw Hill, Newyork
8. Bombay Stock Exchange Directory.
9. Pandyan Puneethavarty, *Securities Analysis and Portfolio Management*, Vikas Pub. House.
10. Fuller & Farrel, *Modern Investments and Security Analysis*, McGraw Hill International.
11. Strong R.A, *Portfolio Management Handbook*. South western college Publishing.
12. A. Brahmiah & P. Subba Rao, *Financial Futures and Options*, HPH.
13. Singh Preeti, *Investment Management*, HPH
14. Alexander Fundamental of Investments, Pearson Ed.
15. Hangen: *Modern Investment theory*. Pearson Ed.
16. Kahn: *Technical Analysis ó Plain and sample* Pearson Ed.
17. Ranganthan: *Investment Analysis and Port folio Management*.
18. Chandra Prasanna: *Managing Investment ó Tata Mc Gram Hill*.
19. Alexander, shampe and Bailey ó *Fundamentals of Investments* Prentice Hall of India
20. Newyork Institute of Finance ó *How the Bond Market work ó PHI*.
21. Mayo ó *Investment Thomason hearing*
22. Strong ó *Practical investment*



PORTFOLIO MANAGEMENT

Students to design and revise a portfolio of securities.

Investment, portfolio analysis, why portfolios? Portfolio objectives, portfolio management process, selection of securities.

Module – 2

Portfolio theory, Markowitz Model, Sharpe's single index model. Efficient frontier with. Lending and borrowing, optimal portfolio capital Asset pricing model. Arbitrage pricing theory two factor and multifactor models.

Module – 3

Bond Portfolio management strategies, Equity portfolio management strategies, strategies using derivatives, hedging. Portfolio revision & rebalancing plans, portfolio evaluation, Sharpe's index, Treynor's measure and Jensen's measure.

Module – 4

Efficient Market Hypothesis, Random walk theory. Forms of efficient market theories. Credit Derivatives, (Credit Default Swap).

Module – 5

Mutual funds, Investor life cycle, Personal investment, Personal Finance, Portfolio Management of funds in banks, insurance companies, pension funds, International investing, international funds management, emerging opportunities. A brief survey of software packages for Portfolio management.

Books for Reference:

1. Donald E. Fischer and Ronald J. Jordan: *Security Analysis and Portfolio Management*, Pearson Ed.
2. Stanley S.C. Huang Maury Stall : *Investment Analysis and Management*, Allyn and Bacon Inc., Massachusetts
3. Timothy E. Johnson : *Investment Principles*, Prentice Hall, New Jersey.
4. Jerome B. Cohen and Edward D. Zinbarg et al : *Investment Analysis and Portfolio Management*, Richard D., Irwin Inc., Illinois.
5. J. C. Fancis: *Investment Analysis and Management*
6. Haim Levy and Marshall Sarnat: *Portfolio and Investment Selection Theory and practice*, prentice hall International New Jersey.
7. Graham B. D. Dodd and S. Bolts: *Securities Analysis*, McGraw Hill, New York
8. Bombay Stock Exchange Directory.
9. Pandyan Puneethavarty, *Securities Analysis and Portfolio Management*, Vikas Pub. House.
10. Fuller & Farrel, *Modern Investments and Security Analysis*, McGraw Hill International.
11. Strong R.A., *Portfolio Management Handbook*. South western college Publishing.
12. A. Brahmiah & P. Subba Rao, *Financial Futures and Options*, HPH.
13. Singh Preeti, *Investment Management*, HPH
14. Alexander Fundamental of Investments, Pearson Ed.
15. Hangen: *Modern Investment theory*. Pearson Ed.
16. Kahn: *Technical Analysis & Plain and simple* Pearson Ed.
17. Ranganthan: *Investment Analysis and Portfolio Management*.
18. Chandra Prasanna: *Managing Investment & Tata Mc Gram Hill*.
19. Alexander, Shamp and Bailey & Fundamentals of Investments Prentice Hall of India
20. New York Institute of Finance & How the Bond Market work & PHI.
21. Mayo & Investment Thomason hearing
22. Strong & Practical investment



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SYSTEM MANAGEMENT

ETHICS AND CORPORATE GOVERNANCE

conscious about ethical values in real life and in business.

2. To make students internalize ethical values and practices.

Module – 1:

Ethics in Business: Definition of business ethics ó A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics ; code of ethics; importance of ethics in business.

Module – 2

Ethical Theories and Corporate social responsibility: Cognitivism and non-cognitivism; consequentialism versus non-consequentialism- Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism; Business and Religion; Ethics and Social responsibility: Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility- ethical climate in companies.

Module – 3

Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices- ethical and social issues in advertising- common deceptive marketing practices-role of consumerism.

Ethics in Finance: Unethical financial practices ó creative accounting- hostile takeovers- tax evasion- corporate crimes.

Module – 4

Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implications- Individualism versus collectivism in human resource management practices

Ethics and Information Technology: Ethical issues relating to computer applications; security threats ó computer crime- computer viruses- software piracy- hacking ó computer crime prevention ó ethical dilemmas and considerations.

Module – 5

Concept of corporate governance ó importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India.

Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, Corporate Governance code future scenario. Changes in corporate governance issues as per new Companies Act 2013

Books for Reference:

1. S.K. Chakraborty: *Foundations of Managerial Work Contributions from Indian Thought*, Himalaya Publishing House, Bombay.
2. V.S. Mahesh: *Thresholds of Motivation*, Tata McGraw Hill.
3. Pradip N. Khandwalla: *Organisational Designs for Excellence*, Tata McGraw Hill.
4. Theopane A. Mathias: *Corporate Ethics*, (Ed) Allied. Publishers.
5. Beauchamp Tom L: *Ethical Theory and Business*, Prentice Hall.
6. Behram Kack N: *Essays on Ethics in Business and the Professions*, Prentice Hall.
7. Blanchard, Kenneth : *The Power of Ethical Management*, EM of Co.
8. Borchert, Donald M: *Exploring Ethics*, Macmillan Pub. Co.
9. Bowie, Norman E: *Business Ethics*, Prentice Hall.
10. Brady, F. Neil : *Ethical Managing*, Macmillan Pub. Co.



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15. Donaldson, Thomas: *Fundamental concepts and problems in business Ethics*, Prentice Hall.
16. Donaldson, Thomas: *Ethical Dilemmas in the Modern Corporation*, Prentice Hall.
17. Ferreth oc: *Business Ethics*, Wadsworth Publishing Co.
18. Garrelt, John C: *Business Ethics*, Wadsworth Publishing Co.
19. Hoffman, W. Michael: *Business Ethics*, Wadsworth Publishing Co.
20. Gupta. L.C. *Contemporary Issues in Business Ethics*, Wadsworth Publishing Company.
21. Donaldson, Thomas: *Ethical Issues in Business*, Prentice Hall.
22. Donaldson, Thomas: *The Ethics of International Business*, Oxford University Press.
23. Ferreth oc: *Business Ethics*, Prentice Hall.
24. Garrelt, John C: *Business Ethics*, Prentice Hall.
25. Hoffman, W. Michael: *Business Ethics*, Prentice Hall.
26. Gupta. L.C. *Corporate Management and Accountability*, Prentice Hall.
27. Mc.Millan Institution for FM and Research Chennai.



DATABASE MANAGEMENT SYSTEMS (RDBMS)

ts about different Databases and Query Language.
practical knowledge and reporting skills.

Unit-I

Introduction to databases- Introduction ó Application development without databases- Advantages- Concepts and history of DBMS- commercial databases.

Data base design- Feasibility study- designing system ó class diagrams- data types- elements.

Unit-II

Data normalization- Introduction ó Sample database- first ó second ó third Normal Forms Beyond third normal form- Data rules and integrity ó effects of Business rules- Converting class clan diagram to normalized tables- data dictionary.

Unit-III

Queries and sub queries- Data queries- basics- computation- group by ó multiple tables- sub queries- joints- SQL testing queries.

Unit-IV

SQL FORMS - Application development using SQL FORMS organization of SQL FORMS- Function Key- Screen Painter, default form designing a complete form- trigger and their types trigger command syntax- Use of macro generating a form, running a form, user exits.

Unit-V

SQL Report writer- Types of reports, entering the query formulating the report, calculated filed, group settings modifying tent settings, previewing a report running a report, SOL LOADER, Database Administrator

Suggested Readings:

1. James Perrya T and Joseph, G. Lateer: Understanding Oracle, BP
2. Abbey and Corey, Oracle: A Beginners Guide, Tata MC Graw Hill
3. Gerald V. Post: Data Base Management Systems- Designing and Business Application, Tata Mc Graw Hill.
4. McFadden: Database Management System, Addison Wesley.



communication and its fundamentals to students

present with the basic taxonomy and terminology of the
a.

Unit-I : Introduction

Data Communications ó Components - Data Representations - Data Flow - Networks - Distributed Processing, Network Criteria - Physical Structures - New work models - Categories of Networks - Interconnection of Networks - The Internet-Protocol and Standards.

Unit-II:

Network Models - Layered tasks - OSI model- Layered architecture-Peer-to peer processes- encapsulation layers in the OSI model- TCP/IP Protocol suite- Addressing

Unit-III:

Data and Signals - Analog and Digital - Periodic Analog Signals - Digital Signals - Transmission Impairment - Data Rate Limits ó Performance.

Unit-IV:

Digital Transmission - Digital ó to Digital Conversion ó Analog - to Digital Connection - Transmission modes Analog Transmission- Digital to Analog Conversion - Analog-to-Analog conversion.

Unit-V:

Bandwidth Utilization: Multiplexing and Spreading ó Multiplexing-Spread Spectrum-Guided Media- Unguided media- Wireless- Radio waves- Micro Waves- Infra red.

Suggested Readings:

1. Data Communication and Networking by Behraaz A Forouzan (Fourth edition) McGraw Hill Companies
2. Communication Networks Principles and Practice by Sumit Kasua/ Nishil Narang Sumita Narang.
3. Tomasi ó Introduction to Data Communications & Networking, Pearson Education.
4. William A Shay: Understanding Data Communications & Networks, Vikas Publishing.
5. William Stallings: Data and Computer Communications, Pearson Education.



RISE RESOURCE PLANNING (ERP)

ate business processes and systems.

ually successful by learning the techniques of ERP

Unit-I

ERP overview- Evolution of ERP-EP Technologies-ERP Technologies- ERP As Decision support system- ERP Architecture Consideration for ERP implementation

Unit- II

Introduction to ERP: ERP Vs MRP, Evolution- Growth- Benefits and limitations of ERP- Phases of ERP- Sales, Marketing, Distribution Manufacturing- Finance- Personnel- Purchase and Inventory- Planning & Control

Unit-III

ERP- Related Techniques Business Process Reengineering (BPR), MIS-DSS- EIS- Data warehousing- Data Mining- Online Analytical Processing (O&AP), Supply- Chain Management CAD/CAM-, Materials Requirement Planning, Bills of Materials, Manufacturing Resource Planning, Distribution Requirement Planning, JIT & Kanban - Make to order- make to stock-Assemble to order, engineeróto-order.

Unit-IV

ERP Models-Finance- Plant and Maintenance- Quality Management-

Materials Management- Benefits of ERP.

Unit-V

ERP Implementation life cycle- pre-evaluation screening, Package Evaluation- Project Planning Phase- GAP Analysis- Reengineering, Configuration- Team Training- Testing & Going Live

Suggested Readings:

1. S. Sadgopan: ERP A Managerial Perspective, Tata McGraw Hill.
2. Alexis leon: Enterprise Resource Planning, Tata Mc Graw Hill.
3. Vinod Kumar Kard and Arid NK Venkaita Krishtean: E.R.P Concepts and Practice, Prentice Hall of India.
4. Luvai F Motiwallo, Jeff Thompson Enterprise Systems for Management ó Pearson Education, 2009
5. Jyotindram,Enterprise Resource Planning, Himalaya Publishing House.



SYSTEMS ANALYSIS AND DESIGN

specific needs of a system and facilitate comprehensive cycle models and its contribution to system analysis and design.

Unit-I

Assuming the role of the systems analyst- Types of systems ó Integrating Technologies for system- Need for systems Analysis and Design- Role of the system Analyst- System Development life cycle- using case tools-Upper and Lower case- Object oriented systems- Analysis and Design-Agile approach and other alternative methodologies.

Unit-II

Understanding organizational style and its impact on information systems- organizations as systems ó Depicting systems graphically ó Use case modeling ó Levels of Management ó Organizational culture

Unit-III

Project Management ó Project initiation- Determining Feasibility ó Activity planning and control- Computer-based project Scheduling- Function point Analysis- Managing Analysis and Design activities- Agile Development.

Unit-IV

Information Gathering-Interactive methods-Interviewing-Joint Application Design-Using Questionnaires-Sampling-Investigation-Observing a Decision making behavior

Unit V

Agile modeling and prototyping- prototyping ó Developing prototype ó user's Role in prototyping Rapid application development ó Agile modeling comparing agile modeling and structured methods

Suggested Readings:

1. System Analysis and Design by Kendall Kendall (seventh edition)
2. Analysis & Design of information systems by James A. Sen (second edition)
3. Soderstrom Jackson Burd: Systems Analysis & Design.



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ACCOUNTING AND TAXATION

COMMODITY MARKETS

world of commodity markets
financial instruments used in commodity markets.

Module – I Commodity Markets and Exchanges:

Growth of Global and Domestic Commodities Derivatives Markets, Agricultural Commodities Market and Non-Agricultural Commodities Markets

Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. National Exchanges and Regional Exchanges, platform ó Structure, Exchange membership, Capital requirements, commodities traded on National exchanges, instruments available for trading and Electronic Spot Exchanges.

Module – II Quality Assurance

Quality Assurance, Concepts of Quality in Commodities, Methods of Quality Assurance GRading and Standardization: Meaning of grading and Standardization, purpose of grading, advantages of grading, inspection and quality control, Indian standards.

Module – III Commodity Derivatives:

Commodity Derivatives: Evolution of Commodity, Derivatives, Evolution of Commodity, Derivatives in India, Types of Derivatives, Other Classifications of Derivatives, Pricing Derivatives, Derivative Markets and Participants, Economic Importance of Commodity Derivatives Markets.

Module – IV Warehousing Trading and Settlement:

Warehousing and Warehouse Receipts, Storage, practice s in India, Risks in Storage, Structures, Essentials of storage structures, cost of storage/carry, returns of storage cost, warehousing, types of warehouses, Central warehousing corporation(CWC) FCI, functioning, growth, capacity and utilization.

Trading on -Commodity Exchanges: the Exchange platform, Exchange Membership, Commodity Brokerage, trading systems, participants in Commodity Markets, Role of speculators, Trading mechanism ó Margin Trading, Mark to Market, Conflict Management; Arbitration and International Legal provisions, Market Positions, Order Types, Access to Commodity Exchanges, Volume and Open Interest.

Clearing and Settlement on Commodity Exchanges, Clearing House Operations and Risk Management, procedures, Delivery related issues like delivery centers, Deliverable varieties, Issues related to monitoring and surveillance by exchanges and regulator, Margining Method and the settlement process.

Module – V Regulatory Framework:

FCR Act 1952, FMC and Regulatory structure of commodities Derivatives markets in India (Objective, Functions, Power and responsibilities, Scope of Regulation), Essential Commodities Act and role of central and state Governments, Intermediaries, Investor Grievances and arbitration, Commodities Board in India ó Coffee Board of India, Tea Board of India, Spice Board of India, Rubber Board of India, Tobacco Board of India.

Books for Reference:

1. Location in Space: A Theoretical Approach to Economic Geography, Lloyd and peter.
2. Land, Work and Resource: An Introduction to Economic Geography, Patterson J.H.
3. Annals of an Abiding Liberal, Galbraith.
4. Economic Geography, Truman A. Harsshron and John W. Alexander.
5. World Resources and Trade, Khanna and Gupta.
6. World Resources, Zimmerman.
7. Economic Geography ó A Resources Approach ó Gun and Chatterji.
8. CD of IIPM Commodity Futures National Seminars.
9. Economic Geography ó Prentice Hall of India.
10. Economic Times & Business Line (Daily)
11. Business India (Magazine).

Web sites of Commodity exchanges like CBOT, KBOT, LIFFE, SIMEX, TOCOM, NCDEX, MCXM NMCE, NBOT.

Recent developments in the area of financial reporting and to financial reporting problems in special cases.

Module 1: Evolution and Convergence of International Financial Reporting Standards (IFRS) in India: GAAP in India and Hierarchy of GAAP in India, International Financial Reporting Standards, First time adoption (IFRS 1) ó Convergence with IFRS ó Stage-wise Approach, Advantages of converting to IFRS, Significant Criticisms of IFRS, Key Business issues that will need to be addressed for successful implementation of IFRS, challenges and opportunities faced by India in the implementation of IFRS - An overview of IND ASs: list of converged Indian Accounting Standards notified by Ministry of Corporate Affairs (MCA) - Comparison of IFRS with Ind AS.

Module 2: Accounting and Reporting for Business Combinations (As per Ind AS): Relevant Terms, Types of merger, methods of accounting, treatment of Goodwill arising on merger, purchase consideration and settlement; Accounting in books of vendor/transferor company, Accounting for investment in subsidiary, Accounting for holding companies (including chain holdings, multiple holdings), Corporate Financial Restructuring (including intercompany holdings), Reconstruction schemes, De-merger.

Module 3: Group Financial Statements/ Consolidated Financial Statements: Consolidation of foreign-Holding company, Subsidiary Company and Associate Company including multiple subsidiaries, Concept of a group, Purposes of consolidated financial statements, consolidation procedures-Minority interest, Goodwill, Treatment pre-acquisition profit and concept of Fair value at the time of acquisition,

Module 4: Consolidated Income Statements: balance Sheet and cash Flow Statements for Group companies, Impact of group financial statements at the point of acquisition, Treatment of investment in associates in consolidated financial statements, compare and contrast acquisition and equity methods of accounting, Treatment of investment in Joint ventures in consolidated financial statements

Module 5: Accounting for Industry based standards: Agriculture óInsurance contracts-Exploration for and Evaluation of Mineral Resources-Regulatory Deferral Accounts.

References:

1. IFRS for India, Dr.A.L.Saini, Snow white publications
2. Roadmap to IFRS and Indian Accounting Standards by CA Shibarama Tripathy
3. IFRS explained ó A guide to International financial reporting standards by BPP learning Media
4. IFRS for finance executives by Ghosh T P,taxman allied services private limited
5. IFRS concepts and applications by Kamal Garg, Bharath law house private limited
6. IFRS: A Quick Reference Guide by Robert J. Kirk, Elsevier Ltd.
7. First lesson to International Financial ReportingStandards beginners guide by MP Vijay Kumar, prime knowledge services.
8. A studentø guide to international financial reporting standards by Clare Finch, Kalpan Publishing.



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LOGIC COST MANAGEMENT – II

ts to the external environment of business and to enable
ing to cost and pricing.

in Decision Making

ricing strategies. Pricing policy, process, Role and methods: cost plus pricing, Marginal cost pricing, pricing for target rate of return, added value method of pricing, differential cost pricing going rate pricing, opportunity cost pricing, standard cost pricing, customary pricing, pricing strategy for Export oriented products, methods of export pricing, pricing strategies for new products, management accountant role in product pricing.

Module –2: Transfer Pricing

Transfer Pricing ó meaning, necessity, Objectives, applications, Methods (Cost Based, Market Price Based and Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Guiding Principles in the fixation of transfer prices, Transfer Price in different situations. International transfer pricing: meaning, factors affecting international transfer pricing.

Module 3: Learning Curve Theory:

Introduction, meaning and definition of learning curve, phases in learning curve, applications of learning curve, factors affecting learning curve, comparison between learning curve and experience curve.

Module – 4: Cost of Quality and TQM

Definition, classification of quality costs, cost of Conformance, Prevention costs, appraisal costs, cost of Non-conformance, optimization of quality cost, TQM Core concepts of TQM, Benefits of TQM. TQM óbasics, stages, principles, control, corrective actions, PRAISE- steps, problems, implementation Cost of quality report Continuous process improvement.

Module – 5: Balanced Scorecard and Benchmarking

BSC: Introduction, drawback of traditional financial measures, attributes to good performance measurement system, concept of balanced score card, perspectives of B.SC and implementation of Balanced score Card, case studies on BSC.

Benchmarking ó Concepts, Benchmarking process, Impact on Indian Industry, Types of Benchmarking

Books for Reference:

1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.,
2. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
3. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
4. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
5. S. Mukherjee & A.P. Roychowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.
6. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
7. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
8. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
9. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.
10. Brown & Haward, Mac Donald, Evans, *Principles of Management Accountancy*, London.
11. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
12. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
13. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.

the indirect tax laws.

Introduction : Special features of indirect tax levied, all pervasive nature, contribution to Government Revenues, fiscal preference as instrument of planning and development role of indirect tax laws.

Module - 2 :

Central Excise and Salt Act 1944 : Nature of levy of excise duty, classification of excisable goods, price lists and their significance, valuation of excisable goods, central excise licensing ó detailed procedure.

Clearance of excisable goods ó procedure under physical control, compounded levy scheme and self-removal procedures, gate passes, personal ledger account and daily stock accounts.

Exemption from excise duty levies ó nature and types of exemption notifications.

Procedure for clearance of samples, semi-finished goods and return and retention of duty paid goods. CENVAT, CENVAT on Capital goods.

Tariff item 68 ó significance of the levy, exemption and clearance procedure.

Set off of duties ó meaning, schemes of set-off and details of procedure.

An overview of accounts, records and returns to be maintained/filed under the Act.

Adjudication and appeals ó detailed procedure before various excise authorities and the appellate tribunal ó Transfer pricing

Module - 3 :

Customs Act 1962 : Details of procedure in relation to the levy, collection and exemption from customs duties ó documents to be prepared and presented to customs authorities, valuation of goods, clearance of imported and exported goods procedure.

Detailed procedure in relation to transportation and warehousing ó relevant rules and regulations.

Drawback of customs duties paid, preparation and submission of drawback claim forms.

Adjudication and appeals before the customs authorities and the appellate Tribunal.

Module - 4:

Central Sales Tax Act 1956 : Constitutional background of CST, Inter-state trade and commerce restriction of powers of taxation on sales by state ó liability of sales tax ó inter-state sale ó occasions movement of goods, sale by transfer of documents, sale under CST ó transactions which are not sales ó persons liability of sales tax.

Persons liable to pay CST ó exemptions from CST ó sales outside the state ó sale in course of import/export ó declared goods, forms of declaration.

KST ó VAT, advantages, disadvantages. Etc..

Module - 5:

G.S.T (GST should be taught after introduction by the Government along with the amendments time to time)

Books for Reference:

1. L.K. Jain, *Central Excise Mannual*, Contay Publishers P. ltd.
2. D.N. Khole, B.N. Sharma etal, *Customs Tariff*, Census Publishers.
3. Bare Acts of CST and KST
4. B.K. Ghargava, *Indirect Tax Laws*, Taxman Allied Services.
5. V.S. Datey, U.K. Bhargava, *Indirect Tax Law and Practice*.



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and Procedures, Nabi Pub. New Delhi.

Manual, ii) *Central Excise Manual*, iii) *Central Excise Law* elhi.

Central Excise – Law and Practice Vol. I, Wadhwa and Co.

al Excise – Law, Practice and Procedure Vol. I & II, Modern

10. S.P. Bhatnagar, *Customs Law and Procedure*, Contex Pub. New Delhi.
11. P.L. Malik, *Commentaries on Customs Act, 1962, with Rules and Notifications*, Eastern Book Company, Lucknow.
12. Jai. Kr. Jain and Anand Prakash, *Law of Control Sale Tax in India*, Anand Prakashan, Jaipur.
13. Dokania, *Central Sales Tax Act*, Bharat Law House, Allahabad.
14. Background material on GST ó The Institute of Chartered Accounts of India ó New Delhi.

world of commodity markets
financial instruments used in commodity markets.

Module – I Commodity Markets and Exchanges:

Growth of Global and Domestic Commodities Derivatives Markets, Agricultural Commodities Market and Non-Agricultural Commodities Markets
Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. National Exchanges and Regional Exchanges, platform ó Structure, Exchange membership, Capital requirements, commodities traded on National exchanges, instruments available for trading and Electronic Spot Exchanges.

Module – II Quality Assurance

Quality Assurance, Concepts of Quality in Commodities, Methods of Quality Assurance
Grading and Standardization: Meaning of grading and Standardization, purpose of grading, advantages of grading, inspection and quality control, Indian standards.

Module – III Commodity Derivatives:

Commodity Derivatives: Evolution of Commodity, Derivatives, Evolution of Commodity, Derivatives in India, Types of Derivatives, Other Classifications of Derivatives, Pricing Derivatives, Derivative Markets and Participants, Economic Importance of Commodity Derivatives Markets.

Module – IV Warehousing Trading and Settlement:

Warehousing and Warehouse Receipts, Storage, practice s in India, Risks in Storage, Structures, Essentials of storage structures, cost of storage/carry, returns of storage cost, warehousing, types of warehouses, Central warehousing corporation(CWC) FCI, functioning, growth, capacity and utilization.

Trading on Commodity Exchanges: the Exchange platform, Exchange Membership, Commodity Brokerage, trading systems, participants in Commodity Markets, Role of speculators, Trading mechanism ó Margin Trading, Mark to Market, Conflict Management; Arbitration and International Legal provisions, Market Positions, Order Types, Access to Commodity Exchanges, Volume and Open Interest.

Clearing and Settlement on Commodity Exchanges, Clearing House Operations and Risk Management, procedures, Delivery related issues like delivery centers, Deliverable varieties, Issues related to monitoring and surveillance by exchanges and regulator, Margining Method and the settlement process.

Module – V Regulatory Framework:

FCR Act 1952, FMC and Regulatory structure of commodities Derivatives markets in India (Objective, Functions, Power and responsibilities, Scope of Regulation), Essential Commodities Act and role of central and state Governments, Intermediaries, Investor Grievances and arbitration, Commodities Board in India ó Coffee Board of India, Tea Board of India, Spice Board of India, Rubber Board of India, Tobacco Board of India.

Books for Reference:

12. Location in Space: A Theoretical Approach to Economic Geography, Lloyd and peter.
13. Land, Work and Resource: An Introduction to Economic Geography, Patterson J.H.
14. Annals of an Abiding Liberal, Galbraith.
15. Economic Geography, Truman A. Harsshron and John W. Alexander.
16. World Resources and Trade, Khanna and Gupta.
17. World Resources, Zimmerman.
18. Economic Geography ó A Resouces Approach ó Gun and Chatterji.
19. CD of IIPM Commodity Futures National Seminars.
20. Economic Geography ó Prentice Hall of India.
21. Economic Times & Business Line (Daily)
22. Business India (Magazine).

Web sites of Commodity exchanges like CBOT, KBOT, LIFFE, SIMEX, TOCOM, NCDEX, MCXM NMCE, NBOT.

- acquire skills in forex management.
- apply the above knowledge to managing finances of an

Module - 1 :

The foreign exchange market, structure and organization- mechanics of currency trading ó types of transactions and settlement dates ó exchange rate quotations and arbitrage ó arbitrage with and without transaction costs ó swaps and deposit markets ó option forwards ó forward swaps and swap positions ó Interest rate parity theory.

Module - 2 :

Currency and interest rate futures, future contracts, markets and trading process, future prices spot and forward, hedging and speculation with currency futures ó interest rate futures ó foreign currency options ó option pricing models ó hedging with currency options ó futures options ó innovations.

Module - 3 :

Exchange rate determination and forecasting ó Setting the equilibrium spot exchange rate ó theories of exchange rate determination ó exchange rate forecasting.

Module - 4 :

Foreign exchange risk management ó hedging, speculation and management of transaction exposure ó using forward markets for hedging ó hedging with money market, currency options and currency futures ó internal hedging strategies ó speculation in foreign exchange and money markets.

Module - 5 :

Management of interest rate exposure ó nature and measurement ó forward rate agreements (FRA's) interest rate options, caps, floors and collars, cap and floors ó options on interest rate futures, some recent innovations ó financial swaps.

Books for Reference:

1. Shapiro Alan. C., *Multinational Financial Management*, Prentice Hall, New Delhi.
2. Apte P.G, *International Financial Management*, Tata McGraw Hill, New Delhi.
3. Mcrae T.N and D.P Walkar, *Foreign Exchange Management*, Prentice Hall.
4. Evilt H.E, *Manual of Foreign Exchange*.
5. Holgate H.C.F, *Exchange Arithmetic*.
6. Rajwade A.V., *Foreign Exchange Risk Management*, Prentice Hall of India.



International Financial institutions & markets

Use this knowledge in financial decision making of

Module – 1:

Introduction: What are the global Financial Markets? The Foreign Exchange Market ó Comparison of Domestic and International Money and Capital Markets ó Global Derivatives Market ó The mechanism of Foreign Exchange Transfers ó Foreign Exchange and Eurocurrency Markets.

Module – 2:

International Money Market ó Instruments traded ó Euro currency time Deposits ó Euro notes ó Banker's acceptance ó Floating Rate Notes ó International banking and Euro Currency Market ó Syndication technique.

International Capital Markets ó Bond Market ó Eurobonds and Foreign Bonds ó Structure of International Bond Market ó Yields and Proceeds Computation ó Currency and Interest rate swaps ó How Swap rates are determined ó Swaps versus Long ó Dated Forwards ó Caps and Floors.

Module – 3:

International Equity Markets ó World's Major Stock Markets ó Emerging Stock Markets ó International Equity trading ó Diversification benefits of International Investment ó New Issue procedures ó Private Placements and Rule 144A ó Hedging the currency Risk of International Portfolios.

International Banking ó Services offered by the foreign banks ó Organisation structure and operations of foreign banks (as affiliated banks, consortium banks, correspondent banks etc..) ó Why banks became Multinational units ó Problems of Multinational banks.

Module – 4:

Financial Intermediation ó maturity transformation and inter bank activity ó International Trade involving letter of credit ó An overview of typical transaction ó alternative payment and guaranteeing procedure.

Books for Reference:

1. Meric, Ilhan, "Global Financial Markets at the Turn of the Century", Science & Technology Books.
2. Maxwell, Charles E; Bruckner (editor), "Financial Markets and Institutions: The Global View", West Publishing Company, 1994.
3. Ian H Giddy, Global Financial Markets, Houghton Mifflin in Co., USA, 1997.
4. John R. Prick, H Kent Basker, John A Hasliem, "Financial Markets: Instruments and Concepts", Reston Pub. Co. NY 1995.
5. David Kidwell, Richard I. Peterson and David W Backwell, "Financial Institutions: Markets and Money", Harcourt Brace, Javanovich, 1993.
6. Rajwade V A "Foreign Exchange: International Finance and Risk Management", Academy of Business Studies, New Delhi, 1991.
7. Apte P G, "International Financial Management", Tata McGraw Hill, New Delhi, 1995.
8. Johnson, Hazel, "Global Financial Institutions and Markets", Blackwell publishing.
9. Kaushik, Surendra K, "International Capital Markets: New Directions", New York Institute of Finance, 1989.
10. Yoon S Park Jack Zwick Addison, "International Banking Theory and Practice", Wesley Publication, 1984.



Understanding of Banking Operations.

Application tools towards formulating and implementing management.

Module – 1:

Regulatory policies influencing bank operations ó an overview (Basel committee, prudential norms, FEMA-Banker's compliance)

Module – 2:

Resource Mobilisation or Liability Management ó Deposits ó types, classification and pricing; management of reserves; management of NRI funds.

Module – 3:

Asset Management ó credit management ó origination, appraisal, sanction, documentation, disbursement, credit policy, credit planning, pricing of credit; Investment Management; Cash and Treasury Management.

Module – 4:

Monitoring and Follow-up; IRAC Norms (i.e., Income recognition and Asset Classification norms); Non-performing Assets. Securitisation Act.

Module – 5:

Financing imports and exports ó foreign currency dealing and foreign exchange markets. Monitoring of foreign trade transactions ó EXIM Policy.

E-Banking, Payment Systems, Settlement System, Business and Profit planning.

BOOKS RECOMMENDED:

1. India's Banking and Financial sector in the New Millennium ó 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. David Kidwell Richar I. Peterson and David W Beakwell, "Financial Institutions: Markets and Money", Harcourt Brace, Javanbvich, 1993.
6. Rajwade V A "Foreign Exchange: International Finance and Risk Management", Academy of Business Studies, New Delhi, 1991.
7. Apte P G, "International Financial Management", Tata McGraw Hill, New Delhi, 1995.
8. Johnson, Hazel, "Global Financial Institutions and Markets", Blackwell publishing.
9. Kaushik, Surendra K, "International Capital Markets: New Directions", New York Institute of Finance, 1989.



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SYSTEM MANAGEMENT COMMODITY MARKETS

world of commodity markets
financial instruments used in commodity markets.

Module – I Commodity Markets and Exchanges:

Growth of Global and Domestic Commodities Derivatives Markets, Agricultural Commodities Market and Non-Agricultural Commodities Markets
Commodity Exchanges: Exchanges around the World and its Importance, Commodity Exchanges in India. National Exchanges and Regional Exchanges, platform ó Structure, Exchange membership, Capital requirements, commodities traded on National exchanges, instruments available for trading and Electronic Spot Exchanges.

Module – II Quality Assurance

Quality Assurance, Concepts of Quality in Commodities, Methods of Quality Assurance
Grading and Standardization: Meaning of grading and Standardization, purpose of grading, advantages of grading, inspection and quality control, Indian standards.

Module – III Commodity Derivatives:

Commodity Derivatives: Evolution of Commodity, Derivatives, Evolution of Commodity, Derivatives in India, Types of Derivatives, Other Classifications of Derivatives, Pricing Derivatives, Derivative Markets and Participants, Economic Importance of Commodity Derivatives Markets.

Module – IV Warehousing Trading and Settlement:

Warehousing and Warehouse Receipts, Storage, practice s in India, Risks in Storage, Structures, Essentials of storage structures, cost of storage/carry, returns of storage cost, warehousing, types of warehouses, Central warehousing corporation(CWC) FCI, functioning, growth, capacity and utilization.

Trading on Commodity Exchanges: the Exchange platform, Exchange Membership, Commodity Brokerage, trading systems, participants in Commodity Markets, Role of speculators, Trading mechanism ó Margin Trading, Mark to Market, Conflict Management; Arbitration and International Legal provisions, Market Positions, Order Types, Access to Commodity Exchanges, Volume and Open Interest.

Clearing and Settlement on Commodity Exchanges, Clearing House Operations and Risk Management, procedures, Delivery related issues like delivery centers, Deliverable varieties, Issues related to monitoring and surveillance by exchanges and regulator, Margining Method and the settlement process.

Module – V Regulatory Framework:

FCR Act 1952, FMC and Regulatory structure of commodities Derivatives markets in India (Objective, Functions, Power and responsibilities, Scope of Regulation), Essential Commodities Act and role of central and state Governments, Intermediaries, Investor Grievances and arbitration, Commodities Board in India ó Coffee Board of India, Tea Board of India, Spice Board of India, Rubber Board of India, Tobacco Board of India.

Books for Reference:

23. Location in Space: A Theoretical Approach to Economic Geography, Lloyd and peter.
24. Land, Work and Resource: An Introduction to Economic Geography, Patterson J.H.
25. Annals of an Abiding Liberal, Galbraith.
26. Economic Geography, Truman A. Harsshron and John W. Alexander.
27. World Resouces and Trade, Khanna and Gupta.
28. World Resources, Zimmerman.
29. Economic Geography ó A Resouces Approach ó Gun and Chatterji.
30. CD of IIPM Commodity Futures National Seminars.
31. Economic Geography ó Prentice Hall of India.
32. Economic Times & Business Line (Daily)
33. Business India (Magazine).

Web sites of Commodity exchanges like CBOT, KBOT, LIFFE, SIMEX, TOCOM, NCDEX, MCXM NMCE, NBOT.



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ARTIFICIAL INTELLIGENCE

Examples of intelligence and its application in different areas.
Knowledge representative, problem solving and learning

Unit-I:

AI roots and scope- History of applications from Eden to ENIAC: Attitudes towards intelligence knowledge, and Human Artifice, Overview of AI Application areas.

Artificial Intelligence as Representation and Search : Introduction, The propositional Calculus, The predicate calculus, Using propositional Rules to produce predicate calculus Expressions, Applications: A Logic Based Financial Advisor.

Unit-II:

Structures and Strategies for state space search : Introduction, Graph Theory- Strategies for state space search, Using the state space to represent. Reasoning with the predicate Calculus.

Unit-III:

Heuristic Search: Introduction, An algorithm for Heuristic search, admissibility, Monotonicity and Informedness, using Heuristics in Games, Complexity issues.

Unit-IV:

Representation and Intelligence : The AI Challenge knowledge representation: Issues in knowledge representation- A brief History of AI representational schemes- conceptual Graphs: A Network Language- Alternatives to Explicitly Representation- Agent based Distributed Problem solving

Strong Method Problem Solving:

Introduction, Overview of Experts systems- Technology- Rule-Based Expert systems- Model, Case based and Hybrid systems, Planning.

Unit-V:

Reasoning in uncertain situations: Introduction- Logic-Based Abductive Inference- Abduction - Alternatives to Logic- The Stochastic Approach to Uncertainty.

Suggested Readings:

1. George Fluge, Artificial Intelligence, Pearson Education, 5th Edition 2008.
2. Elaine Rich Kevin Knight, Artificial Intelligence, Tata McGraw Hill, New Delhi, 2007



DISTRIBUTED COMPUTING AND APPLICATIONS

secure distributed applications.
understand basic operation system and networking.

Introduction ó Definition - the history of distributed computing ó Different forms of computing ó the strengths and weakness of distributed computing ó Basics of operating systems- Network basicsó s/w engineering basics.

Unit-II:

Inter process communication- An archetypal IPC program interface ó event synchronization- Timeouts and threading- Deadlocks and timeouts ó Data representation- Data encoding ó Text óBased protocols- Request Response protocol-Event Diagram and sequence diagram ó connection oriented Vs Connectionless IPC- Evolution of paradigms for interprocess communication.

Unit-III:

Distributed computing paradigm ó paradigms and abstraction ó An example application ó Paradigms for distributed applications - Trade offs.

Unit-IV:

The Socket API- Socket Metaphor in IPC-The Datagram Socket API-Stream Mode Socket API-Sockets with Non-blocking I/o operations-Secure Socket API.

Unit-V:

Client-server paradigm- Client- server paradigm issues ó Software engineering for a N/w service-connection oriented and connection less server - Iterative server and concurrent server- stateful servers.

Suggested Readings:

1. Distributed computing principles and applications by M.C. Liu. (Pearson education)
2. Distributed Databases principles & Systems by Stefanoceri, Ciaeppe pelagatti Fater Mc Graw Hill Edition
3. Principles of distributed Database systems by M. Tamer Ozel Patrick valderiez (Pearson education)



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NG AND DATA WAREHOUSING

Analytics results from data mining.

2. To understand overall architecture of data warehouse, techniques and methods for data gathering

Unit-I: Introduction

Data Mining Functionalities- Classification of Data Mining systems-Data Mining task primitives- Integration of a Data mining system with a Database or Data warehouse system- Major Issues in Data Mining.

Unit-II:

Data Processing- Descriptive Data Summarization ó Data cleaning ó Data Integration and Transformation ó Data Reduction- Data Discretization and Concept hierarchy generation.

Unit-III:

Data warehouse and OLAP Technology ó an overview- A multi Dimensional Data Model- Data ware house Architecture- Data warehouse Implementation ó from Data ware house into Data Mining.

Unit-IV:

Mining Frequent patterns, Association and Co-relation ó Basic Concept and a road map- efficient and Scalable frequent item set mining methods- Mining various kinds of Association rules.

Unit-V:

Classification and Prediction ó Issues regarding classification and Prediction ó Classification by decision tree induction- Bayesian classification ó Rule Based classification.

Suggested Readings:

1. Jiaweihan and Micheline Kamber: Data Mining Concepts and Techniques.
2. Richard J. Roigel, Michael W. Geatz, Data Mining ó A tutorial Based primer ó Pearson Education, New Delhi, 2005.
3. Tan ó Data mining, Pearson Education.

ELECTIVE SUBJECT

6 a. INCOME TAX

OBJECTIVE

The objective of this subject is to expose the students to the various provision of Income Tax Act, 1961 relating to computation of Income relating to individual assesses only.

Unit 1: INTRODUCTION TO INCOME TAX

Income Tax: Brief History of Indian Income tax - Legal Frame Work ó Types of Taxes - Cannons of Taxation ó Important Definitions ó Assessment ó Assessment Year ó Previous Year ó Exceptions to the general rule of Previous Year - Assessee ó Person ó Income ó Casual Income ó Gross Total Income ó Total Income - Agricultural Income.

Income tax authorities: Powers and Functions of CBDT, CIT & A.O.

Residential Status: Residential Status of an Individual ó Determination of Residential Status - Resident ó Ordinary / Not Ordinarily Resident ó Non-resident ó Incidence of Tax ó Simple Problems on Scope of Gross Total Income.

Exempted Incomes: Introduction ó Exempted Incomes U/S 10 (Restricted to Individual Assessee) ó Only theory

Unit 2: INCOME FROM SALARY

Meaning ó Definition - Basis of Charge ó Advance Salary ó Arrears of Salary ó Allowances ó Perquisites ó Provident Fund - Profits in Lieu of Salary ó Gratuity - Commutation of Pension - Encashment of Earned leave - Deductions from Salary U/S 16 ó Problems on Income from Salary (Only Individual assessee).

Unit 3: INCOME FROM HOUSE PROPERTY

Basis of Charge ó Deemed Owners ó Exempted Incomes from House Property ó Composite Rent - Annual Value ó Determination of Annual Value ó Treatment of Unrealized Rent ó Loss due to Vacancy ó Deductions from Annual Value ó Problems on Income from House Property.

Unit 5: COMPUTATATION OF TOTAL INCOME

Income from **Business / Profession, Capital Gains, Other Sources** (Theory only) and Deductions **U/S 80C, 80D and 80G**. Simple problems on Computation of Total income of an Individual assessee (Computed incomes of Business / Profession, Capital Gains, Other Sources will be given).

BOOKS FOR REFERENCE

1. B.B. Lal and Vashist: Direct Taxes, Konark Publisher (P) Ltd.
2. Dr. Mehrotra and Dr. Goyal: Direct Taxes ó Law and Practice, SahityaBhavan Publication.
3. Dr. Vinod K. Singhanian: Direct Taxes ó Law and Practice, Taxmann publication.
4. Gaur & Narang: Income Tax, Kalyani Publisher s
5. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
6. Dr. V. Rajesh Kumar and Dr. R. K. Sreekantha: Income Tax ó I and II, Vittam Publications.

ELECTIVE SUBJECT FINANCE AND BANKING

Objectives:

1. To expose the students to Finance and Banking System along with the latest reforms in Banking.
2. To enable the students to understand the operations in Finance and Banking

Unit 1: FINANCIAL MARKETS

Introduction, Primary Market and Secondary Markets - Meaning ó Features - Players of Primary Market. Shares, debentures ó meaning, features. Stock market operations trading, clearance and settlement procedures. Types of Investments ó Stock and Shares, real estate, mutual funds, post office, insurance ó schemes.

Unit 2: COMMODITY MARKET:

Evolution, Commodity derivatives, Commodity exchanges-Regional & National and International, Functions, role, objectives and types- Types of transactions in Commodity market ó Spot, Future and Forward options markets. (Concepts only)

Unit 3: BANKS :

Introduction, functions and types of Banks, Role of RBI, Types of Accounting, Procedure for opening accounting, KYC, types of loans, Operation of Accounting, Retail Banking , Corporate Banking.

Unit 4: NEGOTIABLE INSTRUMENTS

Cheques ó Meaning & Definition ó Features - Parties ó Crossing of cheques ó types of crossing. Endorsements ó Meaning ó Essentials ó Kinds of Endorsement.

Book References

1. Gordon and Natarajan: Banking Theory Law and Practice
2. Tannan M L: Banking Law and Practice in India
3. Vasant Desai, Bank and Institutional Management, HPH,
4. Muralisubbakrishna, Bank Credit Management,
5. O Payramval, Modern Banking of India.
6. Shekar K C: Banking Theory Law and Practice
7. S.P. Srivastava: Banking Theory Law and Practice
8. Location in Space: A Theoretical Approach to Economic Geography, Lloyd and peter.
9. Land, Work and Resource: An Introduction to Economic Geography, Patterson J.H.
10. Annals of an Abiding Liberal, Galbraith.
11. Economic Geography, Truman A. Harsshron and John W. Alexander.
12. World Resouces and Trade, Khanna and Gupta.