

IC 110: ENGLISH COMPREHENSION SKILL

(L –3 T – 1 P – 0 CR -4)

Course outcomes

CO1: Students will develop English comprehension skills such that they can write in a clear, concise, persuasive and audience centric manner.

CO2. Students will be able to communicate in English fluently.

- **Unit – 1: Essentials of Good English**
 - Grammar and usage
 - Enriching vocabulary; words – multiple meaning, single word for a group of words, choice of words; completing statements
 - Foreign words and phrases commonly used; abbreviations and numerals; pronunciation; Latin, French and Roman words used in abbreviated form

- **Unit – 2: Listening Skills**
 - Importance
 - Cultivating effective listening skills

- **Unit – 3: Reading Skills**
 - Intensive and extensive reading
 - Developing skimming and scanning skills

- **Unit – 4: Language and Writing Skills (i)**
 - Basic rules
 - Writing CV, business/official letter, letter of authority, circular, circular letter, notice, agenda, press release, writing the proceedings of seminar, etc., drafting minutes and resolutions, preparation of official reports
 - Developing skills for revision and editing
 - Developing business vocabulary

- **Unit – 5: Language and Writing Skills (ii)**
 - Application for appointment; drafting resume
 - Business letters – lay out, types, essential elements
 - Business enquiries; submission of quotations; placing and cancellation of orders; status enquiries
 - Complaint letters, agency letters

- **Unit – 6: Developing Analytical Skills for Business**
 - Analysis of Annual Reports: Chairperson’s Statement, Board of Directors’ Report
 - Analysis of managerial discussion

- **Unit – 7: Using News**

- Business articles: reading, comprehending and analyzing
- Business articles: understanding the implications

➤ **Unit – 8: Speaking & Communication Skills**

- Presenting news items, dialogue, speeches
- Participation in group discussions, mock interviews, seminars
- Participation in conversations, debates, colloquia
- Preparation of reports.

➤ **Unit – 9: Spoken English**

- Test of Spoken English including Pronunciation

Text Book:

1. Business Communication Today; Bovee Courtland L, Thill John V and Schatzman Barbara E; Prentice Hall; 11th Edition, 2011

Suggested Readings:

1. Oxford English for Careers: Commerce Student's Book A course for pre-work students who are studying for a career in commerce; Hobbs Martyn and Keddle Julia Starr; Oxford University Press, 2007
2. Basic Business Communication; Lesikar, Raymond V & Flatley, Marie E; Tata McGraw Hill; 11th Edition, 2012
3. Professional Communication; Koneru Aruna; Tata McGraw hill Publishing Company Ltd.; 1st Edition, 2008
4. Business Vocabulary in Use Intermediate; Mascull, Bill; Cambridge University Press; 2nd Edition, 2010
5. Business Communication; Kaul; Prentice Hall India; 2nd Edition, 2009
Effective Technical Communication; Ashraf Rizvi, M; Tata McGraw Hill; 1st Edition, 2005
Communication Skill for Effective Management; Ghanekar Anjali; Everest Publishing House; 15th Edition, 2004
6. Communicate with Confidence, Gupta; Nilanjana Anthem Press; 1st Edition, 2007

IC 107- BUSINESS ORGANISATION AND ENVIRONMENT

(L –3 T – 1 P – 0 CR-4)

Course outcomes

CO1: Students will understand the basic concepts in commerce, trade and industry.

CO2: Students will have enhanced understanding of modern business practices, forms, procedures and functioning of various business organizations, along with the nature and dimensions of evolving business environment in India.

Course content

- **Unit 1: Nature and Scope of Business**
 - Meaning, definition, features, scope, classification, functions
 - Interrelationship among industry, trade and commerce; relationship with other disciplines
 - Role of business in economic and social development
 - Growing complexities of business; social responsibilities of business
 - Business environment: concept, meaning, features ; different elements
- **Unit 2: Different Forms of Business Organisation**
 - Business organizations: nature, purpose, difference with other social organisations
 - Different forms: Sole Proprietorship, HUF, Trusts, Partnership, Limited Liability Partnership, Co-operative, Limited Liability Company, Sec 8 non-profit company like MFIs
 - Corporate Forms of Business Organisation - Company: definition, features, advantages, types, disadvantages; promotion, incorporation/registration, commencement of business – steps and documents involved, regulatory measures relating to formation; company law administration; Private Limited Company and Public Limited Company: significance and growth; Capital structure of a company: significance, different sources of capital and their evaluation; Board of Directors: concept, meaning, functions
- **Unit 3: Forms of Business Ownership**
 - Private Sector: Meaning, objectives, features, significance
 - Public Sector: Meaning, objectives, features, significance, rationale, forms – their advantages and disadvantages, autonomy vs. public accountability, government policies and control, performance and growth of public sector enterprises in India
 - Management of public sector enterprises: government policy and recent trends
 - Joint Sector: meaning, objectives, features, significance
 - Small Business - Definition, features, significance, Problems, government policy
- **Unit 4: Business Combinations**
 - Evolution, definitions, causes, types and forms – advantages and disadvantages
 - Business combination in India: emerging scenario
 - Government policy for business combinations
- **Unit 5: Socio-Cultural Environment of Business**
 - Changing objects of business, business and society, social responsibilities of business
 - Ecological issues relating to business
 - elements of socio-cultural environment, elements of organisation culture, business and culture
 - Professional management; business ethics
 - Consumers' rights and protection, consumer movement in India
- **Unit 6: Economic Environment of Business**
 - Economic environment: nature, significance, elements
 - Roles of government, government policies: industrial policy, fiscal policy, monetary policy
 - Economic planning; an overview

- Economic reforms: liberalisation, privatisation, globalisation
- **Unit 7: Political and Legal Environment of Business**
 - Political institutions and role of government in economic development
 - Foreign Exchange Management Act, 1999; Patent Act, 1970; Trade Marks Act, 1999; The Copyright Act, 1957; The Design Act, 2000; Laws relating to environmental pollution and environmental protection – concepts, elements, significance
- **Unit – 8: Technological Environment of Business**
 - Technology and business: an overview
 - Technology policy: significance, elements
 - Transfer of technology: meaning, significance, issues
- **Unit – 9: International Business Environment**
 - International trading environment: an overview
 - Indian business and foreign collaborations; NRI, MNC, FDI, FII—roles in the Indian economy
 - WTO, GATT, Tariff and Non-Tariff barriers, Joint venture technology—their impact on the Indian economy.

Text Book:

1. Business Organisation and Management; Shukla, M.C.; S Chand; 15th Edition, 1978 (Reprint: 2012)
2. Essentials of Business Environment; Aswathappa, K.; Himalaya Publishing House, 12th Edition, 2014

Suggested Readings:

1. Business Organisation and Management; Basu C. R.; Tata McGraw Hill; 1st Edition, 4th Reprint, 2010
2. Introduction to Business; Spengler and Klein; McGraw-Hill book Company; 3rd Edition, 2007
3. Modern Organisations; Etzioni A.; Prentice-Hall; 1st Edition, 1964, Digitized 2007
4. Business Organisation and Management; Jain D.P.; Vrinda Publications (P) Ltd.; 1st Edition.,1999
5. Business Organisation and Management; Tulsian P.C. & Pandey V; Pearson; 1st Edition, 2002
6. Organisation and Management; Barry, Jim, Chandler, John, Clark, Heather; Cengage Learning EMEA, 1994
7. Principles of Management: Text and Cases Bhattacharya; Pearson; 1st Edition, 2012

IC 108- MICRO ECONOMICS

(L –3 T – 1 P – 0 CR-4)

Course outcomes

CO1: Students will be familiarized with the basic concepts and theories of economics.

CO2: Students will learn the fundamental principles of economic theory.

CO3: Students will have basic understanding of economic activities.

Course content

- **Unit – 1: Introduction to Microeconomics**
 - Economics – scope and subject matter; Resources – scarcity and efficiency; Production Possibility Curve
 - Distinction between Economics and Business Economics
 - Tools required – Functional relationships, schedules, graphs, concept of slope and its measurement
- **Unit – 2: Theory of Demand and Supply**
 - Basic concept of demand and demand function
 - Law of demand; Exceptions to the law of demand; Criticisms of the law of demand
 - Elasticity of demand – price, income and cross elasticity
 - Derivation of Individual demand curve and Market demand curve, shifting of the demand curve
 - Meaning and determinants of supply, the law of supply, elasticity of supply, supply function and the supply curve
 - Derivation of individual supply curve and market supply curve, shifting of the supply curve
 - Determination of equilibrium price
 - Application of demand and supply
- **Unit – 3: Consumer Theory**
 - Cardinal analysis: Law of diminishing marginal utility
 - Consumer surplus
 - Ordinal Utility theory: (Indifference curve approach): Consumer's preferences; Indifference curves; Budget line; Consumer's equilibrium; Income and substitution effect
 - Price consumption curve and the derivation of demand curve for a commodity
- **Unit – 4: Theory of Production and Cost**
 - Meaning, Concept, Scope, Factors of Production
 - Law of Production: Firm as an agent of production, Concepts of Production function, Law of variables proportions;
 - Isoquants; Return to scale, Economies & Diseconomies of scale.
 - Concept of Costs: Accounting and Economic costs, Opportunity cost, Private and social costs; Costs in the short run, Costs in the long run, Average and marginal cost, total, Fixed and variable cost
 - Profit maximization and cost minimization; Equilibrium of the firm
 - Technological Change - long run
- **Unit – 5: Market Structure and Market Behaviour**
 - Theory of Perfect Competition: Assumption; Theory of a firm under perfect Competition; Demand & Revenue; Equilibrium of the firm in the short run and

- long run, The long run industry supply curve: increasing, decreasing and constant cost industry, Allocative efficiency under perfect competition
- Theory of Monopoly Firm: Short run and long run equilibrium of monopoly firm; Concepts of supply curve under monopoly; Allocative inefficiency & dead weight loss monopoly; Price discrimination
- Imperfect Competition: Difference between perfect competitions, monopoly and imperfect competition
- Theory of monopolistic competition: Assumption; Short – run Equilibrium; Long run Equilibrium; Concepts of excess capacity; Empirical relevance
- Oligopoly: Causes for the existence of oligopolistic firms in the market rather than perfect Competition; Cooperative vs. Non – cooperative Behaviour & dilemma of oligopolistic firms

➤ **Unit – 6: Factor Price Determination**

- General Theory of Factor Pricing
- Theory of Wage Determination – Backward Bending Supply curve of labour
- Determination of Rent, Profit and Interest rate

Text Books:

1. Microeconomics: Theory and Applications; G. S. Maddala; Tata McGraw-Hill, 2004.
2. Intermediate Microeconomics: A Modern Approach; Hal Varian; East West Press India, 2010.

Suggested Readings:

1. Microeconomics; Pindyck and Rubinfeld; Pearson Education, 2013 .
2. Modern Microeconomics; Koutsoyiannis, Macmillan Publication, 2003.
3. Economics; Lipsey R.G. & Chrystal K.A.; Oxford University Press, 2015.
4. Microeconomics; Samuelson & Nordhaus; McGraw-Hill/Irwin, 2009 .

IC 112 – FINANCIAL ACCOUNTING – I

(L –3 T – 1 P – 1 CR-5)

Course outcome

CO1: Students will be familiarised with the basic concepts and theoretical background of financial accounting

CO2: Students will know the accounting treatment of some of the important aspects of financial accounting

Course content

➤ **Unit – 1: Introduction**

- Meaning, Nature, Scope and Branches of Accounting; Objectives of Accounting
- Accounting as an information System – its users, qualitative characteristics of accounting information
- Basic Concept, Principles and Convention of Accounting: Entity concept, going concern concept, money measurement concept, cost, realization, prudence (conservatism), materiality and full disclosure

- Bases of accounting: cash basis and accrual basis of accounting
 - Recording of Accounting Transaction – Accounting cycle – Rules of double entry book-keeping - recording of transaction in Journal, Ledger and preparation of Trial Balance
 - Accounting Standards – Concepts and Objectives
- **Unit – 2: Determination of Business Income**
- Revenue recognition: objective, timing of recognition; Recognition of expenses; Capital and revenue expenditures and receipts: general introduction
 - Reserves and provisions: Meaning; Objective; Types & Accounting
 - Inventories: Meaning; Significance of inventory valuation, Lower of cost or market rule; Inventory ascertainment and reconciliation; Relevant AS
 - The nature of depreciation; the accounting concept of depreciation; Factors in the measurement of depreciation; Methods of computing depreciation: straight line method and diminishing balance method; Disposal of depreciable assets; Change in method of charging depreciation; accounting for depreciation: Asset-depreciation, Asset-provision; Relevant AS
 - Reserves and provisions: Meaning; Objective; Types & Accounting
 - Adjustment and rectification
- **Unit – 3: Bank Reconciliation Statement**
- Bank Reconciliation Statement (BRS)- Meaning, Significance and reason for preparation of BRS, Ways and techniques for its preparation
- **Unit – 4: Final Accounts**
- Closing Entries; Adjustment Entries
 - Preparation of financial statements i.e. Manufacturing, Trading, Profit and Loss Account and Balance Sheet for trading concern from Trial Balance or from incomplete records of sole proprietorship business entities
- **Unit – 5: Preparation of Accounts of Not for Profit Concerns**
- Preparation of Receipts & Payments Accounts and Income & Expenditure Accounts
 - Preparation of Balance Sheet, concept of Capital & Revenue
- **Unit – 6: Bills of Exchange, Consignment and Joint Venture**
- Bills of Exchange: Meaning, Parties to Bills of Exchange, Recording, Terms of a Bill, Days of grace, Types of Bills, Noting Charges, Renewal of Bills and Accommodation Bills
 - Consignment: Basic features; Difference with sales; Recording in the books of Consignor – at cost & at invoice price; Valuation of unsold stock; Ordinary commission; Treatment and valuation of abnormal & normal loss; Special commission; Delcredere commission (with and without bad debt) – use of Consignment Debtors A/C; Recording in the books of Consignee
 - Joint Venture: Accounting Procedure – Joint Bank Account; Records maintained by co-ventures of (a) all transactions (b) only his own transactions

(Memorandum Joint Venture Account)

➤ **Unit – 7: Partnership Accounts-I**

- Profit and Loss Appropriation account; Capital & Current account; Guarantee – by firm, by partner and both ; correction of appropriation items with retrospective effect
- Change in constitution of firm – change in Profit Sharing ratio, admission, retirement and retirement cum admission – treatment of Goodwill, revaluation of assets & liabilities (with/without alteration of books), treatment of reserve and adjustment relating to capital; treatment of Joint Life Policy, Death of a partner

Text Book:

1. Financial Accounting; P.C. Tulsian; Pearson Education India; 1st Edition, 2002

Suggested Readings:

1. Financial Accounting; Maheswari & Maheswari; Vikas Publishing House, New Delhi; 5th Edition, 2012
2. Advanced Accounts; Shukla M.C., Grewal T.S.& Gupta S.C.; Sultan Chand, New Delhi, Reprint 1997
3. Financial Accounting: Tools For business Decision Making; Kimmel Paul D, Weygant Jerry J, Kieso Donald E; Wiley India Pvt Ltd ; 5th Edition, 2009
4. Advanced Accounting: Financial Accounting; Sehgal D; Taxman Publication; 6th Edition, 2008
5. Business Accounting Vol. 1; Frank Wood; Pearson; 11th Edition, 2010
6. Accounting Standards issued by ICAI, 2013

IC 111– BUSINESS REGULATORY FRAMEWORK – I

(L –3 T – 1 P – 0 CR-4)

Course outcome

CO1: Students will be familiarized with the provisions of different business laws

CO2: Students will know the implications of different business laws for individuals and business enterprises.

Course content

➤ **Unit – 1: Law**

- Law: meaning, need, object, significance, social relevance
- Sources of law: custom, precedence, legislation

➤ **Unit – 2: The Indian Contract Act, 1872**

- Introduction: agreement, contract, essential elements of a valid contract, classification of contracts
- Offer and Acceptance: meaning, rules relating to valid offer and acceptance, communication of offer and acceptance, revocation of offer and acceptance

- Consideration: definition, essential elements, types of consideration, “no consideration no contract” and its exceptions, stranger to a contract and consideration
 - Capacity of Parties: competency to contract; minor; persons of unsound mind; persons disqualified by other laws
 - Consent: consent and free consent; coercion; undue influence; fraud; misrepresentation; mistake
 - Void and Voidable Agreements: definitions; distinction between void and illegal agreement; wagering agreement
 - Discharge of Contracts: meaning; methods of termination or discharge of contract
 - Special Contracts: contingent contract; quasi contract; bailment; pledge – definitions
- **Unit – 3: The Sale of Goods Act, 1930**
- Introduction: definition; goods and their classification; sale and agreement to sell; essential elements of contract of sale; distinction between sale and hire purchase/ installment sale
 - Conditions and Warranties: distinction between condition and warranty; implied conditions and warranties
 - Doctrine of Caveat Emptor and its exceptions
 - Transfer of Ownership: passing of property from the seller to the buyer
 - Transfer of Title by Non-owners; Unpaid Seller and his/her Rights
- **Unit – 4: Indian Partnership Act, 1932**
- Partnership: meaning; partner, firm and firm name; essential elements of partnership; true test of partnership; distinction between partnership and co-ownership/ company/ club; partnership by estoppel or holding out; Limited Liability Partnership
 - Registration of Partnership Firm: consequences of non-registration
 - Minor’s Position in Partnership
 - Rights and Duties of a Partner: relationship of partners with third parties; implied authority of a partner and restrictions on that
 - Dissolution of Firms: meaning, grounds of dissolution
- **Unit – 5: The Negotiable Instruments Act, 1881**
- Negotiable Instruments: definition, features; Promissory Note, Bill of Exchange, Cheque – their essential elements and distinction among them; types of cheque; inchoate stamped instrument; accommodation bill; fictitious bill
 - Endorsement: meaning, types
 - Holder and Holder in Due Course: meaning, their rights
 - Dishonour of Negotiable Instruments: dishonor—notice, modes, consequences;
 - Noting; Protest
- **Unit – 6: Co-operative Law and Practice**
- Formation, registration and organization

- Membership, general body, managing committee
 - Model by-laws and amendment thereof
 - Meetings, audit and inspection, liquidation
- **Unit – 7: Laws relating to Indemnity & Guarantee and Agency**
- Meaning, concepts, definitions, principles
 - Roles, significance, types

Text Book:

1. An Easy Approach to Business Laws, J P Sharma, Sunaina Kanojia, Ane Books Pvt Ltd, New Delhi (2nd Edition), 2012, ISBN 9789382127048.
2. Legal Aspects of Business, Kanojia S & Sharma J P, Ane Books Pvt Ltd, New Delhi (1st Edition), 2011, Pages 594, ISBN 9789385462702.
3. Business Laws; Kuchhal & Kuchhal; Vikas Publishing House, New Delhi; 6th Edition, 2013

Suggested Readings:

1. Business Laws; Tulsian P.C.; Tata McGraw Hill; 2nd Edition, 2001
2. Commercial Law (including Company Law) and Industrial Law; Sen & Mitra; World Press 1966; 7th Edition, 2006
3. Business Laws for Management; Bulchandani, K.R.; Himalaya Publishing House; 6th Edition, 2014

IC 127– MACRO ECONOMICS

(L –3 T – 1 P – 0 CR-4)

Course outcomes

CO1: Students will have the basic understanding of economic issues and economic system

CO2: Students will be acquainted with different theories of macroeconomics and their implications.

Course content

- **Unit – 1: Introduction to Macroeconomics**
- Meaning and basic concept
 - Scope, nature and importance
- **Unit – 2: National Income Accounting**
- Concepts of Circular flow of income in a Closed Economy
 - Concepts and measurement of GDP, GNP, NNP, NI and DPI
 - Real and Nominal GDP – Concept and Use of Deflator.
 - National Income Identity (Production-Income-Expenditure)
- **Unit –3: National Income Determination**

- Aggregate Expenditure: Planned and Actual; Concept of Consumption Expenditure; Investment Expenditure: Autonomous and Induced
 - Concepts of MPS, APS, MPC, APC
 - Equilibrium National Income; Concepts of Multiplier
- **Unit – 4: National Income Determination in an Open Economy with Government**
- Determination of Equilibrium National Income in an Open Economy
 - Impact of Changes in Fiscal Policy on National Income
 - Net Export Function; Net Exports and Equilibrium GDP
- **Unit – 5: GDP and Price Level in Short and Long Run**
- Aggregate Demand and Aggregate Supply
 - Multiplier Analysis with Aggregate Demand curve and Price level Changes
 - Aggregate Supply in Short Run and Long Run
- **Unit – 6: Money in a Modern Economy**
- Concepts of Demand for and Supply of Money in a Modern Economy
 - Monetary Aggregates; Demand for Money
 - Quantity Theory of Money
 - Liquidity Preference and Rate of Interest
 - Money Supply and Credit Creation and Monetary Policy
 - Measures of money supply – High powered money – Money multiplier
- **Unit –7: Commodity Market and Money Market Equilibrium**
- Concept, Meaning and Significance
 - Derivation of IS and LM curves –Shifts of IS and LM curves-equilibrium in ISLM model
 - Effectiveness of monetary and fiscal policies
- **Unit – 8: Inflation and Trade Cycle**
- Concept of Inflation – Demand-pull and cost-push theories of inflation – Monetary and fiscal policies to control inflation – Instruments, objectives and limitations
 - Fundamentals of Trade cycle

Text Books:

1. Dornbusch, Fischer, Startz: Macroeconomics, Tata Mcgraw-Hill; Publishing Company Ltd. New Delhi(10th edition).2012.
2. Sikdar, Shoumyen, Principles of Macroeconomics, 2nd Edition, Oxford University Press, India (2nd edition).2011.

Suggested Readings:

1. Principles of Macroeconomics; Mankiw N. Gregory; Cengage Learning; 6th Edition, 2012.

2. Macroeconomics Theory and Policy; Dwivedi D.N.; Mc GrawHill Companies; 3rd Edition, 2010.
3. Macroeconomis; Paul A Samuelson and William D Nordhous; McgrawHill; 19th Edition, 2011.
4. Macroeconomis; J Bradford Delong; McgrawHill; 2nd Edition, 2002.
5. Macroeconomic; Dornbusch Rudiger and Stanley Fischer; McGraw Hill; 10th Edition, 2012.
6. Macroeconomic; Deepashreee & Agarwal V; Ane Books Pvt Lmts, New Delhi; 2nd Edition, 2013.
7. Principles of Economics; R. G. Lipsey and K. A. Chrystal, Oxford University press; 9th Edition, 1999.

IC 122– PRINCIPLES AND PRACTICE OF MANAGEMENT

(L –3 T – 1 P – 0 CR-4)

Course outcomes

CO1: Students will be acquainted with the basic principles of management

CO2: Students will have the basic knowledge about the organization and management of a business enterprise.

Course content

- **Unit – 1: Introduction to Management**
 - Definition, nature, importance, scope, principles, process, functions
 - Management as a science and an art, management as a profession, universality of management
 - Skills and tasks for different managerial levels
- **Unit – 2: Evolution and Different Schools of Management Thought**
 - Management thoughts and theories: a brief introduction
 - Classical, Neo-classical, Modern schools of management thought – major approaches
- **Unit – 3: Planning**
 - Concept, importance, types, premises, steps
 - Planning failures, planning mistakes, limits to plan
 - Decision-making: meaning, importance, steps
 - Forecasting: concept, techniques
 - Management by Objectives (MBO): meaning, features, objectives, steps, benefits, weaknesses
- **Unit – 4: Organizing**
 - Concept, importance, principles
 - Design, structure, process
 - Departmentation: need, principles, basis, types – advantages, disadvantages
 - Delegation of Authority: elements, steps, barriers; Centralisation of Authority and Decentralization of Authority: meaning

- Span of Management: concept, determinants of an effective Span of Management
- **Unit – 5: Staffing**
 - Definition, importance, elements, features, functions
 - Manpower Planning
 - Recruitment and Selection
 - Placement; Training and Development
- **Unit – 6: Motivating**
 - Concept, definition, need, importance
 - Motivation theories: contributions of Maslow, Herzberg and McGregor
- **Unit – 7: Leading**
 - Concept, meaning, importance
 - Elements of effective leadership
 - Major leadership styles
- **Unit – 8: Communicating**
 - Definition, importance, elements, types, principles, process
 - Barriers to communication and remedial measures
 - Modern forms and tools of communication
- **Unit – 9: Coordinating**
 - Concept, importance, principles
 - Major co-ordination techniques
- **Unit – 10: Controlling**
 - Concept, definition, features, types, steps
 - Major control tools
 - Essential of an effective control system

Text Books:

1. Essentials of Management; Koontz, Tata McGraw Hill, New Delhi; 9th Edition, 2012
2. Management Challenges for the 21st Century; Drucker, P F; A Butterworth-Heinemann Title; 2nd Revised Edition, 2007

Suggested Readings

1. Organizational Behavior; Luthans, F.; McGraw Hill New York; 12th Edition, 2013
2. Management; Stoner, Freeman and Gilbert, , PHI, New Delhi; 6th Edition, 1995
3. Management; Griffin, R W.; Cengage Learning; 11th Edition, 2013
4. Principles of Management; Tripathy, P C, Reddy, P N; Tata McGraw Hill, New Delhi; 5th Edition

IC 126– FINANCIAL ACCOUNTING – II

(L –3 T –1 P – 1CR-5)

Course outcomes

CO1: Students will be acquainted with the advance accounting concepts, tools and techniques

CO2: Students will be familiarised with the accounting treatment of some advance financial accounting topics

Course content

- **Unit – 1: Partnership Dissolution**
 - Meaning and Concept
 - Insolvency of partner, Garner vs. Murray
 - Gradual Realization of assets and piecemeal distribution-Proportionate capital method, maximum possible loss method
 - Sale or conversion to a company - Determination of purchase consideration, accounting entries for closing the books of account of a firm on sale or conversion into a company
- **Unit – 2: Branch Accounting**
 - Meaning, need and objectives of branch accounting
 - Relevant AS 11
 - Classification of branches for accounting purpose
 - System of Branch accounting- under Synthetic or Debtors system, analytical system or “stock & debtors system”; final accounting system
 - Independent branch including foreign branch – accounting system
 - Change in classification and techniques for currency translation
- **Unit – 3: Departmental Accounts**
 - Concept and objectives
 - Difference with Branch Accounts & Departmental Accounts
 - System of preparation of departmental trading and profit and loss accounts
 - Allocation of common expenses
 - Inter-departmental transfer
- **Unit – 4: Hire Purchase and Installment payment system**
 - Meaning, concept and difference between Hire Purchase Agreement and Installment Payment System
 - Recording of transaction in the books of buyer – allocation of interest – use of Interest Suspense account
 - Repossession-Partial and Complete
 - Books of Seller – Stock and Debtors account (with repossession)
 - Books of Seller – H.P. Trading account (with repossession)
 - Concept of operating and financial lease – basic concept
- **Unit – 5: Royalty Accounts**
 - Definition of Royalty
 - Minimum Rent - Short workings
 - Accounting of Royalty
- **Unit – 6: Insurance claim for loss of stock and for loss of profit**
 - Loss of stock: Physical & ownership concept; concept of under-insurance and average clause; computation of claim – with price change; consideration of unusual selling line; price reduction
 - Loss of profit: Concept – insured & uninsured standing charges, GP rate, short sales and increased cost of working, average clause and computation of claim

Text Books:

1. Financial Accounting Mukherjee A. & Hanif M. Tata McGraw Hill, New Delhi; 2011
2. Advanced Accountancy: Theory, Method and Application for Professional Course; Gupta R. L., & Radheswamy; S. Chand; 6th Edition, 2009

Suggested Reading:

1. Advanced Accounts (Complete); Shukla M.C, Grewal T.S., Gupta S.C.; S. Chand; 18th Edition, 2008
2. Essentials of Financial Accounting; Bhattacharya A; PHI; 3rd Edition, 2011
3. Advanced Accounts (Vol.II), Shukla M. C., Gupta S.C. and Grewal T.S.; S.Chand; 18th Edition (Revised), 1960, Reprint latest
4. Financial Accounting; Maheswari & Maheswari; Vikas Publishing House, New Delhi; 5th Edition, 2012
5. Advanced Accounting: Financial Accounting; Sehgal D; Taxman Publication; 6th Edition, 2008
6. Financial Accounting; P.C. Tulsian; Pearson Education India; 1st Edition, 2002

IC 124 – BUSINESS MATHEMATICS – I

(L –3 T – 1 P – 0 CR-4)

Course outcome

CO1: Students will have sound knowledge of basic Mathematics

CO2: Students will know the importance and use of mathematics in business

Course content

➤ Unit – 1: Introduction

- Importance and scope of Mathematics in business decision, Limitations
- Arithmetic Progression: T_n , S_n , $\sum n$, $\sum n^2$, $\sum n^3$, arithmetic mean, applied problems
- Geometric Progression: T_n , S_n , Geometric mean, Infinite G.P. Series, applied problems
- Quadratic equations: sum & product of roots, Nature of roots, Conjugate roots, Formation of quadratic equation, common roots, sign of a quadratic expression, Maximum & Minimum value of a quadratic expression

➤ Unit – 2: Permutations and Combinations

- Permutation: Definition, Fundamental Principles, Factorial notation; Theorems on permutation, permutations with repetitions; permutation of things all different
- Combinations – Definition, Fundamental Principles Theorems on combination; Basic identities, combination of things all different

➤ Unit –3: Set Theory

- Definition of Set ; Presentation of Sets; Different types of Sets- Null Set, Finite and Infinite Sets, Equal Sets, Equivalent Sets, Universal Set , Subset , Power Set etc.; Set operations
- Laws of algebra of Sets, order of sets
- Application of sets
- **Unit – 4: Logarithm**
 - Definition, Base and index of logarithm, general properties of logarithm
 - Laws of logarithm, Application
- **Unit – 5: Binomial Theorem**
 - Statement of the theorem for positive integral index, General term, Middle term, Equidistant terms
 - Simple properties of binomial coefficient
- **Unit – 6: Compound Interest and Annuities**
 - Different types of interest rates; Concept of annuity; Present value and amount of sum
 - Types of annuities; Present value and amount of an annuity including the case of continuous compounding
 - Valuation of simple loans and debentures
 - Problems relating to sinking funds
- **Unit –7: Banking and Share**
 - Calculation of interest in savings bank accounts; recurring deposits, cumulative time deposit scheme; Calculation of EMI and interest on loans
 - Concept of Dividend, Nominal Value and Market Value of Share
 - Calculation of dividend; nominal value of a share; market value of a share

Text Book:

1. Business Mathematics: Theory and Applications; Sharma J.K.; Ane Books Pvt Lmts, New Delhi; 2nd Edition, 2014

Suggested Readings:

1. Business Mathematics; Sancheti, D.C.; Kapoor V.K; Sultan Chand and Sons; 11th Edition, 2012
2. Mathematics for Business studies; Thukural J.K. ; Mayoor Paperbacks; 17th Edition, 2013
3. A Text on Business Mathematics; Agarwal D.R. ; Vrinda Publications (P) Ltd; 1st Edition, 2011
4. Basic Mathematics; Allen R.G.D. ; Macmillan, New Delhi, 2006
5. Mathematics for Management; Raghavachari M.; Tata McGraw-Hill; 29th Reprint, 2000
6. Mathematics for Economics and Business; Bhardwaj R. S.; Excel Books; 2nd Edition, 2007
7. Introduction to Business Mathematics; Giri P. K. and Bannerjee, J.; Academic Publishers; 1st Edition, 2010
8. Mathematics and Statistics for Management; Akhilesh K B and Balasubrahmanyam S; Vikash Publishing House Pvt.Ltd; 1st Edition, 2009

ES 103– Environmental Studies

(L – 3 T – 0 P – 1)

Course outcomes

Course outcomes

CO1: Students will be acquainted with the need for learning environmental studies and develop foundational knowledge on the topic.

CO2: Students will be aware about the environmental issues and their importance.

CO3: Students will be able to develop critical thinking and analytical ability to resolve interdisciplinary issues related to the environment around us.

Course content

Unit 1 : Introduction to environmental studies

- Multidisciplinary nature of environmental studies
- Scope and importance; Concept of sustainability and sustainable development.

Unit 2: Ecosystems

- What is an ecosystem? Structure and function of eco-system; Energy flow in an ecosystem: food chains, food webs and ecological succession. Case studies of the following eco-systems:
 - a. Forest ecosystem
 - b. Grassland ecosystem
 - c. Desert ecosystem
 - d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Unit 3: Natural Resources: Renewable and Non-renewable Resources

- Land resources and land use change; Land degradation, soil erosion and desertification.
- Deforestation: Causes and impacts due to mining, dam building on environment, forests, bio-diversity and tribal populations.
- Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state).
- Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies.

Unit 4: Biodiversity and Conservation

- Levels of biological diversity: genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots
- India as a mega-biodiversity nation; Endangered and endemic species of India
- Threats to bio-diversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of bio-diversity: In-situ and Ex-situ conservation of biodiversity.
- Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

Unit 5: Environmental Pollution

- Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution
- Nuclear hazards and human health risks

- Solid waste management: Control measures of urban and industrial waste.
- Pollution case studies.

Unit 6: Environmental Policies and Practices

- Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture
- Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD).
- Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context.

Unit 7: Human Communities and the Environment

- Human population growth: Impacts on environment, human health and welfare.
- Resettlement and rehabilitation of project affected persons; case studies.
- Disaster management: floods, earthquake, cyclones and landslides.
- Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan.
- Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.
- Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Unit 8: Field Work

- Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc.
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural.
- Study of common plants, insects, birds and basic principles of identification.
- Study of simple ecosystems-pond, river, Delhi Ridge, etc.

Suggested Readings

1. Gadgil, M., & Guha, R. 1993. *This Fissured Land: An Ecological History of India*. Univ. of California Press.
2. Gleeson, B. and Low, N. (eds.) 1999. *Global Ethics and Environment*, London, Routledge.
3. Gleick, P. H. 1993. *Water in Crisis*. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
4. Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. *Principles of Conservation Biology*. Sunderland: Sinauer Associates, 2006.
5. Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. *Science*, 339: 36-37.

IC 201 – BUSINESS REGULATORY FRAMEWORK – II

(L –3 T – 0 P – 0 CR- 3)

Course outcomes

CO1: Students will be familiarized with the provisions of business and other relevant laws

CO2: Students will know the implications of different laws for business enterprises

Course content

- **Unit – 1: The Limited Liability Partnership Act, 2008**
 - Meaning and Concept, difference between Limited Liability Partnership and Partnership, Limited Liability Partnership and Company
 - L.L.P Agreement; partners, designated partners
 - Incorporation document, incorporation by registration
 - Financial disclosures, annual return, taxation of Limited Liability Partnership
 - Conversion to Limited Liability Partnership.

- **Unit – 2: The Right to Information Act, 2005**
 - Definitions, Meaning, Objectives and Scope.
 - Obligation of public authorities under the Act
 - Rights for obtaining information; disposal of request, information commission
 - Appeal and penalties

- **Unit – 3: Foreign Exchange Management Act, 1999**
 - Background and Concept
 - Dealing in foreign exchange
 - Holding of foreign exchange
 - Current account transactions and capital account transactions
 - Export of goods and services
 - Reserve Bank’s powers in foreign exchange management
 - Contravention and penalties; appointment of adjudicating authority; appeal to appellate tribunal

- **Unit – 4: Consumer Protection Act, 1986**
 - Introduction: objective of the Act
 - Definitions of complaint, consumer; consumer dispute, goods, services, etc.
 - Objectives of Central Council and State Council Consumer Dispute Redressal Agencies: composition and jurisdiction of district forum, State Commission and National Commission
 - Manner of Lodging a Complaint: procedure of complaint; findings of District Forum, Appeal

- **Unit – 5: Laws of Securities and Stock Exchange**
 - History & Concept of SEBI Act, 1992
 - Objective, Power and Functions of SEBI

- Securities Appellate Tribunal, Appeals, Appearance before SAT
 - Prohibition of Fraudulent and unfair trade practice
 - Depository Act, 1996, Definition, type, role, functions, Difference between dematerialize and rematerialize, Depository process
- **Unit – 6: Laws of Information Technology**
- History & Concept of IT Act, 2000
 - Cyber Regulations Appellate Tribunal
 - Digital Signature and Electronic Record.
 - Controller of Certifying Authorities
- **Unit – 7: Competition Act, 2002**
- Salient features – Meaning, Concept, Purpose
 - Concept of Agreements Having Adverse Impact on Competition; Abuse of Dominant Position; Regulation of Combination; Criteria for Determining - Appreciable Adverse Effect on Competition, Dominant Position, Relevant Geographic Market Factors, Relevant Product Market Factors

Text Book:

1. An Easy Approach to Business Laws, J P Sharma, Sunaina Kanojia, Ane Books Pvt Ltd, New Delhi (2nd Edition), 2012, ISBN 9789382127048.
2. Legal Aspects of Business, Kanojia S & Sharma J P, Ane Books Pvt Ltd, New Delhi (1st Edition), 2011, Pages 594, ISBN 9789385462702.
3. Business Laws; Kuchhal & Kuchhal; Vikas Publishing House, New Delhi; 6th Edition, 2013

Suggested Readings:

1. Business Laws; Tulsian P.C.; Tata McGraw Hill; 2nd Edition, 2001
2. Business Laws; Mathur, Satish B.; Tata McGraw Hill; 1st Edition, 2009
3. Business Laws; Gulshan, S.S; Excel Books; 4th Edition, 2012
4. Commercial Law (including Company Law and Industrial Law; Senb & Mitra; World Press 1966; 7th Edition, 2006
5. Business Laws for Management; Bulchandani, K.R.; Himalaya Publishing House; 6th Edition, 2014

IC 208– BASIC STATISTICS

(L – 3 T – 1 P – 1 CR - 5)

Course outcomes

CO1: Students will be familiarized with the basic statistical techniques

CO2: Students will be acquainted with the use of different statistical techniques and their interpretations

Course content

➤ Unit – 1: Introduction

- Definition and Functions of Statistics
- Statistical Techniques commonly used in business application
- Limitations of Statistics
- Primary and Secondary Data
- Classification and Tabulation of Data
- Frequency Distribution of Data
- Diagrams and Graphs
- Sampling theory
- Different types of sampling

➤ Unit – 2: Measures of Central Tendency

- Mathematical averages - Arithmetic mean, Geometric mean and Harmonic mean: Properties and applications
- Positional Averages: Mode and median and other partition values - quartiles, deciles and percentiles (including graphic determination)
- Measures of Variation: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and variance

➤ Unit – 3: Moments, Skewness and Kurtosis

- Different types of moments and their relationships
- Meaning of skewness and kurtosis
- Different measures of Skewness and Kurtosis

➤ Unit – 4: Correlation and Regression

- Scatter diagram
- Simple correlation coefficient
- Spearman's rank correlation
- Simple regression lines
- Regression co-efficient

➤ Unit – 5: Probability Theory

- Meaning of probability
- Different definitions of probability
- Conditional probability
- Compound probability
- Independent events; (excluding Bayes' Theorem)

➤ Unit – 6: Interpolation

- Finite differences
- Newton's forward and backward interpolation formula
- Lagrange's interpolation formula

- **Unit – 7: Index Numbers**
 - Means and types of index numbers
 - Problems in construction of index numbers
 - Methods of construction of price and quantity indices
 - Tests of adequacy
 - Errors in index numbers
 - Chain-base index numbers
 - Base shifting, splicing, deflating
 - Consumer price index and its uses

- **Unit – 8: Time Series Analysis**
 - Causes of variation in time series data
 - Components of time series
 - Additive and multiplicative models
 - Determination of trend by semi average, moving average and least squares (linear, second degree and exponential) methods
 - Computation of seasonal indices by simple average, ratio-to-moving average, ratio-to trend and link relative methods

- **Unit – 9: Forecasting and Methods**
 - 9.1 Concept, type and importance
 - 9.2 General approach to forecasting
 - 9.3 Methods of forecasting
 - 9.4 Forecasting demand

Text Book:

1. Business Statistics; N D Vohra; Tata McGraw Hill Education (India) Private Limited, New Delhi, 2012.
2. Fundamentals of Statistics; Gupta S.C.; Himalaya Publishing House; 6th Edition 2010.

Suggested Readings:

1. Business Statistics; Beri G. C.; Tata McGraw Hill; 2nd Edition, 2005.
2. Business Statistics: Problems and Solution; Sharma J K; Pearson Education; 2010.
3. Statistical Methods in Business and Social Science; Shenoy and Pant, Macmillan, 1st Edition, 2007.
4. Fundamentals of Statistics Volume 1; Goon, Gupta and Dasgupta, World Press; 5th Edition 2013.
5. Statistics for Managers using MS Excel; Levin and Rubin; Prentice Hall; 7th Edition 2013.
6. Statistical Methods in Commerce (Volume 1 & 2); Das N.G.; Tata McGraw Hill; 1st Edition, 2008.

IC 209– COST ACCOUNTING

(L – 3 T – 1 P – 0 CR- 4)

Course outcomes

CO1: Students will be acquainted with the basic concepts of cost accounting and various methods involved in cost ascertainment systems

CO2: Students will have the knowledge of using costing data for planning, control and decision making

Course content

➤ Unit – 1: Introduction to Cost Accounting

- Objectives, Nature and scope of cost accounting
- Cost centres, Cost units, Service Centre, Profit Centre, Investment Centre
- Cost Concept and Cost Classification for Stock Valuation, Profit Measurement, Decision making and control
- Concept of Cost Audit
- Installation of a good costing system
- Relationship of cost accounting, financial accounting, management accounting and
- Financial management
- Preparation of Cost Sheet
- Costing System
- Cost behavior pattern; separating the components. Variable and Semi-Variable Cost

➤ Unit – 2: Material

- Procurement of Material, purchasing need and objective, purchase procedure documentation, material cost (direct and indirect)
- Storage of materials, need for storage, location, types, functions of store keeper, requisition, receipt, issue and transfer of material, storage records
- Material Control- Organization, tools- JIT, various stock levels, EOQ, ABC Analysis, periodic Inventory, perpetual Inventory, physical verification, discrepancies in stock and their treatment
- Method of pricing material issues- Various method of pricing, Advantage and disadvantage, Comparison and stock valuation for balance sheet, treatment of normal and abnormal loss of material, accounting and control of wastes, scraps, spoilage and defectives

➤ Unit – 3: Labour Cost

- Attendance and payroll procedures, overview of statutory requirements, overtime, idle time and payment of wages and incentive schemes

- Labour turnover
- Utilisation of labour, direct and indirect labour, charging of labour cost, identifying labour hours with work orders or batches or capital jobs
- Efficiency rating procedures
- Remuneration systems and incentive schemes
- **Unit – 4: Overheads**
 - Expenses: Direct and Indirect Expenses, Functional analysis – factory, administration, selling, distribution, research and development
 - Behavioural analysis – fixed, variable, semi variable and step cost
 - Factory overheads – primary distribution and secondary distribution, criteria for choosing suitable basis for allotment, capacity cost adjustments, fixed absorption rates for absorbing overheads to products or services
 - Administration overheads – method of allocation to cost centers or products
 - Selling and distribution overheads – analysis and absorption of the expenses in products/customers, impact of marketing strategies, cost effectiveness of various methods of sales promotion.
 - Activity Based Costing: Meaning, Importance, Characteristics, Elements and Steps involved, ABC vs. Traditional Costing, Uses and Limitations
 - Treatment of Interest on capital, depreciation, idle facilities and research and development expenses
- **Unit – 5: Cost Book-keeping**
 - Job Costing
 - Job cost cards and databases, collecting direct costs of each job, attributing overhead costs to jobs, applications of job costing.
 - Batch Costing
 - Contract Costing
 - Progress payments, retention money, escalation clause, contract accounts, accounting for material, accounting for plant used in a contract, contract profit and balance sheet entries.
 - Process Costing
 - Double entry book keeping, process loss, abnormal gains and losses, equivalent units, inter-process profit, joint products and by products.
 - Operating Costing System
- **Unit – 6: Reconciliation of Cost and Financial Accounts**
 - Need for Reconciliation
 - Reasons for differences in Profit or Loss shown by Cost Accounts and Profit or Loss shown by Financial Accounts
 - Preparation of Reconciliation Statement and Memorandum Reconciliation Account.

➤ **Unit – 7: Standard Costing**

- Uses and Importance
- Difference with budgetary control
- Classification of standards
- Analysis and computation of Material, Labour and Overhead cost variance (Basics)
- Introduction to Marginal Costing

Text Book:

1. Cost Accounting: Principles and Practice; Jain S.P. & Narang K.L., Kalyani Publisher, 2012

Suggested Readings:

1. Cost Accounting; Khan M.Y. & Jain P.K., Tata McGraw Hill; 1st Edition, 2007
2. Practical Costing; Tulsian P.C., Vikash Publishing House, New Delhi; 1st Edition, 2000
3. Cost Accounting: A Managerial Emphasis, Horngreen, Pearson Education, 14th Edition, 2012
4. Cost Accounting Text and Problems; Shukla, Grewal, and Gupta; S.Chand; 12 Edition, 2007

IC 207– INTER-PERSONAL SKILLS

(L – 1 T – 0 P – 2 CR 3)

Course outcomes

CO1: Students will have better communication and inter-personal skills.

CO2: Students will exhibit better group behaviour and will have better negotiation and conflict management skills.

Course content

➤ **Unit – 1: Communication and Presentation Skills**

- Concept of communication
- Types of communication including verbal and non-verbal communication
- Theme of communication
- Written communication, conversation, social intersection, public speaking
- Listening skills
- Different types of presentation including written and self-presentation
- Exercises/Activities

➤ **Unit – 2: Personality**

- Concept
- Types
- Personality affecting human behaviour at workplace

- **Unit – 3: Inter Personal effectiveness: Self-Awareness and Management**
 - Journey into self-awareness
 - Self disclosure and tract
 - Establishing goals by identifying values and ethics
 - Self-management
 - Concentration techniques including meditation.
 - Stress management
 - Time management and effective planning
 - Exercises
- **Unit – 4: Attitude**
 - Concept
 - Attitude formation
 - Attitude affecting human behaviour at workplace
 - Building positive attitude
- **Unit – 5: Group Behaviour**
 - Concept of group & team
 - Team formation stages
 - Team building
 - Exercises
- **Unit – 6: Negotiation Skills and Conflict Management**
 - Concept
 - Types of negotiation
 - Negotiation goals
 - Steps of negotiation and specific actions
 - Tactics
 - Types of conflict
 - Conflict management techniques
 - Exercise
- **Unit – 7: Managing workplace diversity & culture**
 - Concept
 - Types
 - Highlighting management of workplace diversity & culture through cases
- **Unit – 8: Empowerment**
 - Concept
 - Decision making- types of decisions, ways of taking decision, effectiveness of decisions
 - Problem solving methods
- **Unit- 9 Managing relationships**

Text Book:

1. Personality Development; Hurlock, E.B.; Tata Mc Graw Hill, New Delhi; 28th Reprint, 2006
2. Organizational Behavior; Robbins S.P.; Prentice Hall: Indian International Ed.; 15th Edition 2012

Suggested Readings:

1. Interpersonal Skills in Organisation; Schneider Beth, Janasz Suzanne De, Dowd Karen O.; McGraw Hill Education; 3rd Edition, 2012
2. Management Skills For Everyday Life: The Practical Coach; Caproni P.J.; Prentice Hall; 3rd Edition, 2011
3. Interpersonal Skills; Caroselli M.; Cengage; 1st Edition, 2002
4. Emotional Intelligence; Goleman D.; Bloomsbury Publishing; 5th Edition, 2013
5. The Definitive Book of Body Language; Allan, Barbara Pease; Manjul Publishing House Pvt. Ltd; 1st Edition, 2005

IC 210– CORPORATE ACCOUNTING – I

(L –3 T – 1 P – 0 CR- 4)

Course outcomes

CO1: Students will be familiarised with corporate accounting procedures

CO2: Students will be familiarised with the components of corporate financial statement and the procedure for preparation of the financial statement

Course content

➤ Unit –1: Share Capital

- Concept of Issue of Shares, IPO, Listing of Securities and Shares, Book Building, ASBA, Red Herring Prospectus
- Buyback of Shares
- Redemption and Conversion of Preference Shares
- Bonus Shares, Rights Issue, ESOPs, ESPS, Sweat Equity Shares
- Alteration of Share Capital
- Underwriting of Shares

➤ Unit –2: Debentures

- Issue and Redemption of Debentures, Accounting Treatment and Procedures.
- Conversion of Debentures into Shares, Use of sink fund

➤ Unit –3: Final Accounts of Companies

- Conceptual Framework
- Preparation and Presentation of Financial Statements, Revised Schedule VI, Interpretation and Scrutiny of Balance sheet
- Treatment of Profit Prior to Incorporation, Preoperative and Preliminary Expenses

- Preparation of Final Accounts under Company Law and Accounting Standard
- **Unit – 4: Accounting Standards**
- Concept and Objectives
 - Process of formulation of National and International Accounting Standards and Authorities
 - Relevance and Significance of AS and Ind-AS for preparation of Corporate Accounting
 - AS 1,2,3,4,5,7,9,10,11,12,13,16,19,20,26,28 and 29
- **Unit – 5: Investment Account**
- Preparation of Investment Account
 - Maintenance of Investment Ledger
 - Valuation of Investment and FIFO and Average method
 - Investment Accounts for Share (With rights issues, bonus share and sell of rights)
 - Relevant Accounting Standard

Text Book:

1. Corporate Accounting; Maheshwari and Maheshwari, Vikash Publishing House, New Delhi, 5th Edition, 2009
2. Corporate Accounting, Hanif and Mukherjee, Tata McGraw Hill, 2nd Edition, 2017

Suggested Books:

1. Advanced Accounting – Financial Accounting; Sehgal and Sehgal, Taxmann Publication, New Delhi; 6th Edition, 2008
2. Fundamentals of Corporate Accounting, Sehgal A.; Taxmann, 3rd Edition, 2012
3. Accounting Standards and Corporate Accounting Practices (Vol 1); Ghosh, T.P.; Taxmann; 9th Revised Edition, 2012
4. Advanced Accounts (Complete); Shukla M.C, Grewal T.S., Gupta S.C.; S. Chand; 18th Edition, 2008
5. Basic Corporate Accounting (2 Vols.); Monga J.R.; Mayur Paperbacks; 2013
6. Corporate Accounting, Theory and Practice; Gupta N. and Sharma C.; Ane Books Pvt Ltd, New Delhi; 2nd Edition 2012
7. Problem and Solution Corporate Accounting; Jain S. P. and Narang K. L.; Kalyani Publishers; 1st Edition, 2003

IC 205– FUNCTIONAL COMMUNICATIVE SKILL

(L – 2 T – 0 P – 1 CR- 3)

Course outcomes

CO1: Students will be familiarised with the techniques of writing business correspondence letter.

CO2: Students will be familiarised with the techniques of writing Advertisement, Circular, Agenda, Press Release, and Newsletters etc.

Course content

- **Unit – 1: Rewriting sentences**
 - Voice Change, Direct and Indirect Speech, Transforming Simple, Complex and Compound Sentences, Adding Questions Tags, Framing Questions with ‘Wh’ Words, Identifying Clauses, Changing Subordinate Clauses, Negative and Affirmative Sentences etc.
- **Unit – 2: Filling in the Blanks with Appropriate Articles and Prepositions**
- **Unit – 3: Finding Errors in Given Sentences and correcting them**
- **Unit – 4: Paragraph Writing**
- **Unit – 5: Business Letter/ Other Official letter/ Query or Reply to It**
- **Unit – 6: Dialogue writing/ Drafting Fictitious Debate**
- **Unit – 7: Advertisement/Notice /Circular Writing**
- **Unit – 8: Drafting Tender Notice/ Drafting Tender**
- **Unit – 9: Application Writing with C.V.**

Text Book:

1. Communicate with confidence; Gupta N.; Anthem Press, 2007

Suggested Readings:

1. Longman Dictionary of Common; Turton ND and Heaton JB; Pearson Education; 1st Edition, 2004
2. Effective English Communication for you; Syamala V.; Emerald Publisher, 2002
3. Business Communication; Madhukar R.K.; Vikash Publishing House Pvt. Ltd.; 6th Edition, 2010
4. Concepts of Professional Communication; Sharma Shalini; Acme Learning, 2009

IC 228– BUSINESS MATHEMATICS- II

(L – 3 T – 1 P – 0 CR - 4)

Course outcomes

CO1: Students will acquire the advanced knowledge of Mathematics

CO2: Students will know the importance and use of advanced mathematics in business

Course content

➤ Unit – 1: Functions

- Definition of functions
- Classification of functions
- Different types of functions (excluding trigonometrical functions)
- Bounded functions
- Monotonic functions
- Even and odd functions
- Parametric form of a function
- Composite functions
- Graphical representation of functions

➤ Unit – 2: Limit and Continuity

- Elementary ideas of limit
- Continuity through the use of simple algebraic functions.

➤ Unit – 3: Differentiation

- Derivative and its meaning
- Rules of differentiation
- Geometrical interpretation; Significance of derivative as rate measure; Second and higher order derivatives; Partial derivatives up to second order; Homogeneity of function and Euler's theorem; Total differentials; Differentiation of implicit function with the help of total differentials. Envelopes of a family of straight lines

➤ Unit – 4: Applications of Derivative

- Maximum and minimum values
- Cost function, Demand function, Profit function
- Increasing and decreasing functions, Rate measure
- Point of inflection, applied problems on Average cost (AC), Average variable cost (AVC), Marginal cost (MC), Marginal revenue (MR)

➤ Unit – 5: Integration

- Integration as anti-derivative process
- Standard forms, Integration by substitution, by parts and by use of partial functions
- Definite integral, finding areas in simple cases, consumers and producers surplus
- Nature of commodities learning curve

➤ **Unit – 6: Determinants**

- Determinants of a square matrix up to third order
- Elementary properties of determinants,
- Minors and Co-factors, ad-joint of a determinant
- Cramer's Rule (not more than three variables)
- Definition of matrix, Types of matrices
- Operations on matrices (addition, subtraction, multiplication), ad-joint of a matrix
- Inverse of a matrix
- Solution of a system of linear equations by matrix inversion method (not more than three variables)

➤ **Unit – 7: Linear Programming Problem (LPP)**

- Formulation of LPP
- Graphical Method of solution.
- Problem relating to two variables including the case of mix constraints
- Cases having no solution, multiple solution, unbounded solution and redundant constraints
- Simplex methods, Solution of problems up to 3 variables including cases of mixed constraints
- Duality
- Transportation problem

Text Book

1. Basic Mathematics and its Application in Economics; Baruah S; Macmillan, 2nd Edition, 2012
2. Quantitative Techniques in Management; Vohra, N.D; Tata McGraw Hill, New Delhi, 2009.


Suggested Readings

1. Mathematics for Economics and Business; Bhardwaj R. S.; Excel Books; 2nd Edition, 2005.
2. Introduction to Business Mathematics; Giri P. K. and Bannerjee J.; Academic Pulishers, 1st Edition, 2009.
3. Mathematical Analysis for Economists; Allen R. G. D.; Macmillan; 1st Edition, 2014.

IC 222– INDIRECT TAXES

(L – 3 T – 0 P – 1 CR- 4)

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Controller of Examinations
Tezpur University
Tezpur, Assam

Course outcomes

CO1: Students will develop an understanding of the basic concepts of the different types of indirect taxes including GST

CO2: Students will be familiarised with different tax incentives available to entrepreneurs in foreign trade

Course content

- **Unit – 1: Basic Concepts of Indirect Tax**
 - Features, Constitutional background, Overview of different types of indirect taxes in India; tax credit system

- **Unit – 2: Goods and Services Tax**
 - Genesis/Backdrop of GST in India
 - GST Council
 - Concept of Supply
 - Time & Value of Supply
 - Place of Supply
 - Input Tax Credit
 - Registrations, Records & Invoice
 - Payment of Tax
 - Returns-Matching of Invoice
 - Refund
 - E Commerce and Job

- **Unit –3: The Customs Act 1962**
 - Brief history of Custom Duty
 - Important terms and definitions under the Custom Act – Bill of Entry, Bill of Export, Bills of Supply, Coastal Goods, Dutiable Goods, Prohibited Goods, Export Goods Imported Goods, Tariff value
 - Types of custom Duties, Procedure of clearance of Imported and Exported Goods.

- **Unit –4: Tax Incentives for Entrepreneurship Development in Foreign Trade**
 - An overview of various promotional schemes under Foreign Trade Policy

Text Book:

- * Books on Goods and Services Tax (to be published)

IC 227– FUNDAMENTALS OF INSURANCE

(L – 3 T – 0 P – 0 CR- 3)

Course outcomes

CO1: Students will be acquainted with the fundamentals of insurance

CO2: Students will be familiarised with different types of insurance and their importance

CO3: Students will be aware about recent developments and reforms in the field on insurance in India

Course content

➤ Unit – 1: Introduction

- Definition and need, Nature of insurance
- Origin & development of insurance
- History of insurance in India
- Insurance as a Social Security tools
- Insurance and Economic Development
- Kinds of insurance
- Principles of insurance
- Importance of insurance
- Insurance and wagering agreement

➤ Unit – 2: Fundamentals Principles of Life Insurance

- Definition of life insurance, features, benefits of life insurance
- Procedure for taking life insurance policy
- Contracts of various kinds of life insurance policies, Insurable interest
- Nomination, assignment and surrender value, revival of lapsed policy
- Settlement of claims at death and maturity

➤ Unit – 3: General Insurance

- Principles and Practice of General insurance: function, role, benefit scope and limitations,
- Fire insurance- need, procedure of taking fire insurance policy, procedure of settlement of claims under fire insurance, double insurance, re-insurance
- Marine insurance- types of marine insurance policy, settlement of claims in marine insurance
- Others- motor insurance, personal accident insurance, livestock insurance, crop insurance, product liability insurance, public liability insurance, burglary insurance, professional indemnities
- Risk Management theory, Risk Management policies
- Detarrification in non-life insurance introduced since 2007

➤ Unit – 4: Insurance Organizations

- Organizational structure- public sector insurance organizations in India
- LICI, objectives and achievements
- GIC- mission, organization, functions
- Private sector insurance organizations in India
- Insurance ombudsman

- Product Pricing- actuarial aspects

➤ **Unit – 5: Insurance Intermediaries**

- Insurance Agent, Agency Profession, definition of an agent
- Meaning, procedure for becoming an insurance agent
- Functions of an insurance agent, Distribution channels
- Rights of an insurance agent
- Termination of an insurance agent
- Essentials for successful insurance salesman
- Surveyors and loss assessors, brokers, third party administrators
- Bank assurance
- Code of Conduct, unfair practices

➤ **Unit – 6: Reforms and Recent Development of Insurance in India**

Text Book:

1. Insurance and Risk Management; Gupta P.K.; Himalaya Publishing House; 2nd Edition, 2011

Suggested Readings:

1. Insurance: Principles and Practice; Mishra M.N. and Mishra S.B., S. Chand; 1st Edition, 2012
2. Insurance : Principles and Practice –Katyal R. Gupta N. and Arora S; Kalyani Publishers; 1st Edition, 2003
3. Fundamentals of Insurance; Crews; Cengage Learning India Pvt Ltd, New Delhi; 2nd Edition, 2010
4. IRDA Act. 1999

IC 224– BANKING LAWS AND PRACTICE

(L – 3 T – 0 P – 1 CR- 4)

Course outcomes

CO1: Students will be familiarised with the provisions of Banking laws and Practices

CO2: Students will be aware about recent developments in Banking laws and practices

Course content

➤ Unit – 1: Introduction

- An overview of banking relative laws and practices

➤ Unit – 2: Banker - Customer Relations

- The legal relationship between the Banker and Customer
- Multifarious Transactions between them
- Rights and Duties of the Parties springing out of such relationship
- Nature of Banking Business
- Special Categories of Customers, such as Corporations, Partnership Firms, Hindu Joint Families, Unincorporated Bodies, Trusts, Joint Account Holders, Minors, Nominee Accounts, Liquidator, Mercantile Agents, Non-Resident Indians, Foreigners
- Legal Incidence of Each Different type of Accounts such as Current Accounts, Savings Bank Account and Fixed Deposits
- Other Transactions between Banker and Customer such as Safe Deposit Vaults, Financial Advice, Letters of Introduction and Other Services Rendered by Banks
- Special features of the relationship between banker and customer, their mutual rights and duties, lien
- Power to combine different accounts, Secrecy of account

➤ Unit – 3: Banking Operations

- Collecting Banker: Meaning, Duties & Responsibilities of Collecting Banker
- Holder for Value, Holder in Due Course
- Statutory Protection to Collecting Banker
- Paying Banker: Meaning, Precautions
- Statutory Protection to the Paying Banker
- Dishonor of Cheques, Grounds of Dishonor
- Consequences of wrongful dishonor of Cheque
- Lending Banker: Principles of Bank Lending
- Kinds of lending facilities such as Loans, Cash Credit, Overdraft, Bills Discounting, Letters of Credit
- Non- Performing Assets: meaning, circumstances & impact
- Regulations of priority lending for commercial banks

➤ Unit – 4: Loans and Advances

- Law, Practice and Policies governing the employment of the funds in the hands of the banker with special reference to the lending banker
- State Policy on Loans and Advances - Priority sector advances and socio-economic policies
- Financial inclusion
- Self- Employment Schemes
- Women Entrepreneurs
- Small Scale Industries
- Agricultural Finance, Export Finance, etc.

- Micro Finance
- How the banker profitably uses the fund - Call loans and loans repayable at short notice
- Loans and advances -Overdrafts - Legal control over bank's deployment of funds
- **Unit – 5: Securities for Banker's Loans**
 - The legal issues involved in and the practice governing the different kinds of securities for banker's advances and loans
 - Guarantees, pledge, lien, mortgage, charge: subject matters of collateral security
 - Corporate Securities
 - Documents of title to goods
 - Land and Buildings
 - Book debts
 - Life Policies
 - Factoring; Bill Discounting; Bank Guarantees; Letters of Credit; Commercial Papers
- **Unit – 6: Electronic Banking and IT in Banks**
 - IT in Banking: An Introduction
 - IT Applications in Banking: Computer-Based Information
 - Systems for Banking; Electronic Banking; Electronic Fund Management
 - Enabling Technologies of Modern Banking: Electronic Commerce and Banking
 - Supply Chain Management
 - Customer Relationship Management
 - Integrated Communication Networks for Banks
 - Security and Control Systems: Cybercrimes and fraud management
 - Planning and Implementation of Information Systems
- **Unit – 7: Emerging issues in the Banking Laws and Practices**
 - Ethics in banking activities
 - Corporate Governance in banks

Text Book:

1. Banking Law and Practice in India; Tannan M.L.; Lexisnexis Butterworths Wadhwa Nagpur; 23rd Edition; 2010

Suggested Reading:

1. The Practice and Law of Banking; Sheldon H.P and Drover C.B.; Macdonald and Evans, 1953; 7th Edition, 2009
2. Banking Law and Practice; Maheshwari and Maheshwari; Kalyani Publishers; 13th Edition, 2010
3. Banking Theory and Practice; Shekar. K.C.; Vikas Publishing House Pvt Ltd; 19th Edition, 2009
4. Banking Law And Practice; Natarajan, Kanasamy and Parameswaran; S.Chand Publishing; 4th Edition, 2009
5. Banking Theory & Practice; Srivastava; Himalaya Publishing House Pvt Ltd; 2008

6. Banking Theory: Law and Practice; Gurusamy; Tata McGraw - Hill Education; 2nd Edition, 2009

IC 225– CORPORATE ACCOUNTING – II

(L – 3 T – 1 P – 0 CR - 4)

Course outcomes

CO1: Students will have a comprehensive awareness about corporate accounts

CO2: Students will be familiarised with the accounting of banking and insurance companies

Course content

- **Unit –1: Corporate Restructuring**
 - Concept and Accounting Treatment as per AS 14
 - Methods of Amalgamations Accounting: The Pooling of Interests Method and the Purchase Method
 - Consideration
 - Treatment of Reserves, Goodwill and Pre- Acquisition & Post- Acquisition Profit
 - Accounting in the books of Transferor and Transferee
 - Merger and De-merger
 - Acquisition of Business
 - Internal Reconstruction
 - Overview of Business Combination as per Ind AS

- **Unit –2: Consolidation of Accounts**
 - Relevant AS 21
 - Holding and Subsidiary Companies - Accounting Treatment, Revaluation of assets of subsidiary, intergroup transaction, Cross holding and Chain holding of different securities
 - Disclosures and Consolidation of Accounts

- **Unit –3: Valuation of Shares and Intangible Assets**
 - Valuation of Shares
 - Methods of Valuation, Price Earning Multiple Valuation, Discounted Cash Flow (DCF) Method
 - Valuation of Intangibles: Brand, Goodwill and IPRs

- **Unit –4: Liquidation of Company**
 - Compulsory winding up and Voluntary winding up – procedure for closing of books and necessary accounts
 - Preparation of Statement of Affairs including Deficiency /Surplus Account

- **Unit-5: Accounting for Banking Companies**

- Meaning and Concept
- Annual account for banking companies
- Non Performing Assets, Capital adequacy norms, Classification of Assets and creation of provisions

➤ **Unit-6: Accounts of General Insurance Companies**

- Meaning and objectives
- Regulatory framework of insurance companies
- Preparation of account of general insurance business

Text Book:

1. Corporate Accounting; Maheshwari and Maheshwari, Vikash Publishing House, New Delhi, 5th Edition, 2009

Suggested Books:

1. Advanced Accounting – Financial Accounting; Sehgal and Sehgal, Taxmann Publication, New Delhi; 6th Edition, 2008
2. Corporate Accounting; Hanif and Mukherjee; Tata McGraw Hill; 1st Edition, 2009
3. Fundamentals of Corporate Accounting, Sehgal A.; Taxmann, 3rd Edition, 2012
4. Accounting Standards and Corporate Accounting Practices (Vol 1); Ghosh, T.P.; Taxmann; 9th Revised Edition, 2012
5. Advanced Accounts (Complete); Shukla M.C, Grewal T.S., Gupta S.C.; S. Chand; 18th Edition, 2008
6. Basic Corporate Accounting (2 Vols.); Monga J.R.; Mayur Paperbacks; 2013
7. Corporate Accounting, Theory and Practice; Gupta N. and Sharma C.; Ane Books Pvt Ltd, New Delhi; 2nd Edition 2012
8. Problem and Solution Corporate Accounting; Jain S. P. and Narang K. L.; Kalyani Publishers; 1st Edition, 2003

IC 301– COMPANY LAW

(L – 2 T – 0 P – 0 CR- 2)

Course outcomes

CO1: Students will acquire knowledge and develop understanding of the regulatory framework of companies with reference to various provisions of Companies Act

CO2: Students will understand the implications of various provisions of Companies Act in the operation of companies

Course content

- **Unit – 1: Introduction**
- Elements of Company Law

- Company-definition, meaning, nature, types and its characteristics
- Concept of Corporate Personality, Corporate Veil, Limited Liability and Corporate Citizenship
- **Unit – 2: Company Legal Documents**
 - Memorandum of Association and Articles of Association, Alteration of Memorandum of Association and Articles of Association
 - Prospects-Form and content, statutory requirements, additional disclosures, statement in lieu of prospectus, shelf prospectus, red herring prospectus, abridged prospectus, misstatement and its consequences
 - Minimum subscription
 - Doctrine of ultra-virus, Doctrine of Constructive notice
- **Unit-3: Formation of Company**
 - Promoters – Legal status, duties, liabilities, remuneration, allotment of shares
 - Registration- steps and procedures
 - Incorporation
 - Commencement of Business
 - Conversion of companies
- **Unit – 4: Financial Structure**
 - Concept of Capital and Financing of Companies - Sources of Capital; Classes and Types of Shares; Equity Shares with Differential Rights; Issue of Shares at Par, Premium and Discount; Forfeiture and Surrender of Shares; Bonus Issues; Rights Issues; Issue of Sweat Equity Shares; Employees Stock Option Scheme; Private Placement; preference shares and other forms of securities
 - Alteration of Share Capital - Reduction of Capital; Buy-Back of Shares
 - Prospectus- Definition; Abridged Prospectus; Red-Herring Prospectus; Shelf Prospectus; Information Memorandum; Contents, Registration; Misrepresentations and Penalties
 - Debt Capital- Debentures, Debenture Stock, Bonds; Recent Trends and Dynamics of Corporate Debt Financing; Debenture Trust Deed and Trustees; Conversion of and Redemption of Debentures
 - Securing of Debts- Charges; Creation, Modification and Satisfaction of Charges
 - Allotment and Certificates- General Principles and Statutory Provisions related to Allotment; Minimum Subscription; Irregular Allotment; Procedure of Issue of Share Certificates and Warrants
- **Unit – 5: Membership in a Company**
 - Modes of Acquiring Membership
 - Rights and Privileges of Members, Register of Members
 - Transfer and Transmission of Securities in Physical and Dematerialized forms
 - Nomination
- **Unit – 6: Directors of Companies**
 - Directors-Types, Director's Identification Number (DIN), Appointment/Reappointment, Qualifications, Disqualifications, Vacation of Office, Retirement, Resignation and Removal of Managing and Whole-Time Directors and Manager
 - Role and Responsibilities of Directors
 - Powers and Duties
 - Loans to Directors; Remuneration of Directors; Office or Place of Profit; Contracts in which Directors are Interested
 - Board of Directors and its Committees

- **Unit – 7: Company Meetings**
 - Meetings of Board and Committees - Frequency, Convening, Proceedings, Video conferencing of Board/Committee(s); Resolution by Circulation; Minutes and Evidence
 - General Meetings-Kinds of Meetings; Law, Practice and Procedure Relating to Convening and Proceedings at General and Other Meetings;
 - Notice, Quorum, Chairman, Proxy, Voting including Voting through Electronic Means
 - Resolutions, Circulation of Members' Resolution, Postal Ballot; Recording, Signing and Inspection of Minutes
- **Unit – 8: Majority Rules and Minority Rights**
 - Law relating to majority power and minority right
 - Shareholders remedies – actions by shareholders, statutory remedies, personal actions
 - Prevention of oppression and mismanagement
- **Unit -9: Emerging issues in Company Law**
 - One Person Company, Small Companies
 - Corporate Identity Number (CIN)
 - MCA 21
 - Insider Trading
 - Rating Agencies
 - Producer Company – Concept and Formation
 - Merger, demerger, amalgamation, compromises and arrangement – an overview

Text Book:

1. “An Easy Approach to Corporate Laws”: Sharma J P, Ane Books Pvt Ltd, New Delhi (reprint 2013, 2nd Edition 2014-15), ISBN 9789383656974.
2. The Companies Act, 2013; ICSI, 1st Edition, 2013.

Suggested Readings:

1. A Comparative Study of Companies Act 2013 & Companies Act 1956; Taxmann; Taxmann Publications; 1st Edition, 2013
2. Companies Act, 2013; Bharat Law House; 19th Edition, 2013
3. Chartered Secretary, Journal of ICSI, New Delhi

IC 308– BUSINESS FINANCE

(L – 3 T – 0 P – 1 CR- 4)

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BA
 Controller of Examinations
 Tezpur University
 Tezpur, Assam

Course outcomes

CO1: Students will be familiarized with the basic concepts and theories of business finance

CO2: Students will be acquainted with the basic elements and tools of business finance

Course content

➤ Unit – 1: Introduction

- Nature, scope and objectives of financial management
- Time value of money
- Concept of Risk and Return (including Capital Asset Pricing Model)
- Valuation of securities – Bonds & Equities

➤ Unit – 2: Capital Budgeting Decision

- Capital budgeting process: Estimation of Relevant cash flows
- Capital budgeting under risk
- Non-discounted and discounted cash flow techniques – Pay back, ARR, NPV, IRR and Profitability index
- Concept and measurement of cost of capital, Weighted Average Cost of Capital
- Certainty equivalents approach and risk adjusted discount rate

➤ Unit – 3: Financing Decision

- Sources of long-term financing estimation
- Estimation of cost of capital
- Methods for calculating cost of equality capital, cost of retained earnings, cost of debt, cost of preference share capital
- Capital structure – Theories of capital structure – NI, NOI and traditional approach

➤ Unit – 4: Dividend Decision

- Relationship between dividend and corporate valuation - Walter model, Gordon Model and MM hypothesis
- Determinants of dividend
- Cash and stock dividends
- Dividend policies in practice

➤ Unit – 5: Working Capital Management

- Working capital concept and policies
- Working capital estimation
- Funds flow analysis
- Inventory management
- Receivables management
- Payables management
- Management of cash and marketable securities

- Financing of working capital.
- Risk Return Trade off.

Text Book:

1. Essentials of Financial Management; Pandey I.M.; Vikas Publishing House (P) Ltd.; 9th Edition, 2009

Suggested Readings:

1. Banerjee, Bhabatosh, financial Policy and Management Accounting, PHI Learning, 8th Edition, 2010
2. Principles of Corporate Finance; Brealey R., Myers S., Allen F. and Mohanty P.; Tata McGraw Hill New Delhi; 10th Edition, 2012
3. Fundamentals of Financial Management; Chandra P.; Tata McGraw Hill New Delhi; 5th Edition, 2010
4. Financial Management: Text, Problems and Cases; Khan M. Y and Jain P. K.; Tata McGraw Hill New Delhi; 6th Edition, 2011
5. Corporate Finance Theory & Practice; Damodaran A.; Wiley; 2nd Edition, Reprint 2010
6. Financial Management and Policy; Van Home, James C. and Dhamija S.; Pearson; 12th Edition, 2012
7. Financial Management & Policy: Text and Cases; Bhalla V.K.; Anmol Publications Pvt Ltd; 10th Edition, 2012

IC 309 – CORPORATE ACCOUNTING – III

(L – 3 T – 1 P – 1 CR-5)

Course outcomes

CO1: Students will be familiarized with the concepts, principles and practices of company accounts and corporate reporting

CO2: Students will be acquainted with some advanced topics of corporate accounting

Course content

- **Unit –1: Corporate Financial Reporting**
 - Various Requirements of Corporate Reporting
 - Value Added Statements: Economic Value Added (EVA), Market Value Added, Shareholders' Value Added

- **Unit –2: Comparative Study of Ind AS vis-à-vis existing AS**

- Ind AS –Concept & Objectives
 - Roadmap for implementation of Ind AS for Indian Companies and other sectors like NBFC etc.
 - Comparison of Ind AS vis a vis Existing AS
- **Unit –3: Cash Flow Statements**
- Meaning, Usefulness
 - Preparation of a cash flow statement in accordance with Accounting Standard 3(Revised) issued by the Institute of Chartered Accountants of India (indirect method)
 - Limitations of cash flow statement.
- **Unit –4: Financial Statements Analysis**
- Meaning and objectives, Techniques of Analysis
 - Ratio Analysis: Advantages, significance and limitations
 - Liquidity Ratios: Current Ratio, Acid Test Ratio
 - Solvency Ratios: Debt-equity Ratio, Capital gearing Ratio, Interest Coverage Ratio, proprietary ratio
 - Profitability Ratios related to sales: Gross profit Ratio, Net Profit Ratio, Operating profit ratio
 - Profitability Ratios related to investments: Return on total assets (ROTA), Return on investment (ROI), Return on equity (ROE), Return on equity share holders fund, EPS, DPS and Price-earnings ratio
 - Activity Ratios: Stock turnover Ratio and Debtors turnover Ratio.
- **Unit- 5: Introduction to Innovative Accounting Tools**
- Inflation Accounting
 - Triple Bottom Accounting
 - Value Added Accounting
 - Corporate Social Responsibility Accounting
 - Human Resource Accounting

Text Book:

1. Corporate Accounting; Maheshwari and Maheshwari, Vikash Publishing House, New Delhi, 5th Edition, 2009
2. Corporate Accounting; Hanif and Mukherjee; Tata McGraw Hill; 2nd Edition, 2017

Suggested Books:

1. Advanced Accounting – Financial Accounting; Sehgal and Sehgal, Taxmann Publication, New Delhi; 6th Edition, 2008
2. Fundamentals of Corporate Accounting, Sehgal A.; Taxmann, 3rd Edition, 2012
3. Accounting Standards and Corporate Accounting Practices (Vol 1); Ghosh, T.P.; Taxmann; 9th Revised Edition, 2012
4. Advanced Accounts (Complete); Shukla M.C, Grewal T.S., Gupta S.C.; S. Chand; 18th Edition, 2008
5. Basic Corporate Accounting (2 Vols.); Monga J.R.; Mayur Paperbacks; 2013
6. Corporate Accounting, Theory and Practice; Gupta N. and Sharma C.; Ane Books Pvt Ltd, New Delhi; 2nd Edition 2012
7. Problem and Solution Corporate Accounting; Jain S. P. and Narang K. L.; Kalyani Publishers; 1st Edition, 2003

IC 304– INCOME TAX – LAW AND PRACTICE

(L – 3 T – 0 P – 1 CR- 4)

Course outcomes

CO1: Students will be familiarized with the various provisions of Income tax laws

CO2: Students will be able to apply various provisions of Income tax laws practically in real life.

Course content

- **Unit – 1: Basic Concepts and Definitions - Income Tax Act, 1961**
 - Background, Concept and Mechanism of Income Tax
 - Definitions, Concept of Income, assessee, Previous Year, Assessment Year
 - Residential Status and incidence of tax
 - Basis of Charge
 - Scope of Total Income
 - Tax evasion, tax avoidance, tax planning/ management

- **Unit – 2: Agricultural Income and Exempted Income**
 - Definition
 - Determination of agricultural income and non-agricultural income
 - Assessment of Tax liability when there are both agricultural and non-agricultural incomes
 - Income which do not form part of total income u/s 10

- **Unit – 3: Computation of Income under Various Heads**
 - Salaries
 - Income from House Property

- Profit and Gains of Business or Profession
 - Capital Gains
 - Income from Other Sources
- **Unit – 4: Clubbing Provisions, Set Off and Carry Forward of Losses and Deductions**
- Set Off and Carry Forward of Losses
 - Income of other persons included in assessee's total income
 - Various Deductions to be made in Computing Total Income
- **Unit – 5: Total Income and Tax Computation**
- Computation of total income of individuals
 - Computation of tax liability of individuals
- **Unit -6: Tax Procedures**
- Filing of Return of income and Assessment Procedure
 - Advance Tax and TDS

Text Book:

1. Direct Taxes – Law and Practice; Singhania V.K. and Singhania K.S.; Taxmann publication

Suggested Readings:

1. Direct Taxes; Lal B.B.; Konark Publisher (P) Ltd.
2. Direct Taxes – Law and Practice; Prasad B.; Wishwa Prakashana
3. Direct Taxes – Law and Practice; Mehrotra and Goyal; Sahitya Bhavan Publication
4. Law and Practice of Income Tax; Dinakar P.; Sultan Chand and sons

Latest edition of the books should be used

IC 307– ENTREPRENEURSHIP

(L – 3 T – 0 P – 1 CR - 4)

Course outcomes

CO1: Students will understand the basic concepts of entrepreneurship

CO2: Students will be familiarised with the procedure of preparing a business plan

Course content

- **Unit – 1: Introduction to Concept of Entrepreneurship**
 - Definition, meaning, nature, types, traits
 - Functions and significance of entrepreneurship
 - Qualities of an entrepreneur
 - Difference between entrepreneur and manager, entrepreneurial theories, (social, economic & psychological)
 - Dimensions of entrepreneurship- international entrepreneurship, netrepreneurship, ecopreneurship, social entrepreneurship, intrapreneurship, technopreneurship, cultural entrepreneurship

- **Unit – 2: Entrepreneurship – Creativity and Innovation**
 - Promotion of a new venture
 - Environmental analysis
 - Stages in promotion of new ventures, legal formalities, and documents, sources of funds
 - Entrepreneurship education and training
 - EDP'S – concept, objectives and importance, selection of trainees, target groups
 - Course contents in EDP, measurement of effectiveness of EDP, institutions involved in promotion of EDP

- **Unit – 3: Different aspects of Business Plan**
 - Financial aspects of the business plan
 - Marketing aspects of the business plan
 - Human Resource aspects of the business plan
 - Technical aspects of the business plan
 - Social aspects of the business plan
 - Common pitfalls to be avoided in preparation of a business plan

- **Unit – 4: Project Planning and Feasibility Study**
 - Characteristics and sources of business ideas
 - Concept of project planning, project report, project appraisal
 - Preparation of project planning
 - Feasibility study for business project
 - Drafting of proposals

- **Unit – 5: Financing of New Venture**
 - Different method of raising capital to start a venture
 - Venture Capital

- **Unit – 6: Growth and Challenges of Entrepreneurial Venture**
 - Strategic planning for emerging venture
 - Entrepreneurial opportunities in contemporary business environment
 - Managing the growing business- effecting change, modernization, expansion and diversification

➤ **Unit – 7: Emerging issues in Entrepreneurship**

- Socio-economic role
- Resources for startup, Government Role in Export promotion and Import substitution
- Role of entrepreneurs in socio-economic development
- Role of entrepreneurs in export promotion, and import substitution
- Introduction, entrepreneurial performance and growth
- Role of government in entrepreneurship development

Text Book:

1. Entrepreneurship: Successfully Launching New Ventures; Barringer Bruce R. and Ireland R. Duane; Prentice Hall; 3rd Edition, 2009

Suggested Readings:

1. Rich Dad, Poor Dad; Kiyosaki Robert; Plata Publishing; 3rd Edition, 2011
2. Entrepreneurship – Strategies and Resources; Dollinger Mark. J.; Pearson Education; 2nd Edition, 1998
3. Entrepreneurship; Hisrich; Tata McGraw Hill New Delhi; 8th Edition, 2013
4. Entrepreneurial Small Business; Katz; Tata McGraw Hill New Delhi; 2nd Edition, 2011
5. Entrepreneurship Development, Khanka S S. S. Chand & Co, 3rd Edition, 2007

IC 321– COMPUTER AND ITS APPLICATION IN ACCOUNTING AND TAXATION

(L – 3 T – 0 P – 1 CR - 4)

Course outcomes

CO1: Students will be familiarized with IT and its application in accounting and taxation

CO2: Students will be acquainted with the database management system, data communication and computer network

Course content

➤ **Unit – 1: Information Technology and Business – An Overview**

- Concepts of data, information and computer based information system
- Impact of information technology on business
- Types of Information System - Transaction Processing System, Management Information System, Decision Support System, Knowledge Management System - and their implementation at managerial levels
- Recent trends in information technology – Enterprise computing, mobile communication, smart card

➤ **Unit – 2: Number System and Representation of Data in Computing System**

- Data representation – bits, bytes, KB, MB, GB, TB

- Concept of Number systems, Binary arithmetic [addition, subtraction using 1's & 2's complement method]
- Computer Codes – BCD, EBCDIC, ASCII
- **Unit – 3: Fundamentals of Computer**
 - Components of digital computer and their functions
 - Basic concepts of hardware & software
 - Relationship between hardware and software
 - Types of software: System software – Operating systems, Programming Languages Translator – Assembler, Compiler and Interpreter, Utilities
 - Application software
- **Unit – 4: Data organization and Data Base Management System**
 - Data organization: Character, field, record, file and database; Types of Data Processing Systems, File Organizations, Traditional file organization Vs. Database File organization
 - Data Base Management System: Concept of Data Base Management System, Important terms of Database; Basic ideas of Data Warehouse and Data mining
- **Unit – 5: Data Communication and Computer Network**
 - Data Communication: Concept of Data communications, Transmission Modes; Communication Media; Wireless and satellite communication, Wireless Broadband, WAP, Network components – Bridge, Switch, Router, Gateway
 - Computer Networks: Network Concept, Types: LAN, WAN, MAN, VAN, SAN; Various Topologies: Bus, Star, Ring, Mesh, Tree.
- **Unit – 6: Brief Introduction to Internet and Security Issues**
 - Meaning of Internet
 - Concepts of Internet Intranet and Extranet, IP Address, URL, Domain name System
 - Internet Protocols - TCP/IP, UDP, FTP, TELNET
 - HTML, DHTML AND XML
 - Security threats - Virus, Trojan, Hacking, Spam
 - Security Measures - Firewall, Antivirus software, Digital Signature; Concept of data Encryption & Decryption; Symmetric and asymmetric encryption; Digital envelope
- **Unit – 7: Problem Solving Tools: Using Decision Task**
 - Flow Charts, Concepts, Advantage and Disadvantage of flow chart, Problem Solving using flow chart
 - Decision Table - Concepts, Advantage and Disadvantage, Problem solving using decision task
 - Using MS Excel as an Audit tool - Introduction, Case Studies, Data Analysis & Reporting Features
 - RDMBS Concepts - Database Concepts, Terminology, Models - Introduction; RDBMS, Data Modelling using ERD, DB Design using Normalization
 - MS Access - Creating Databases & Tables – Introduction; Event Handling & Report Generation; Using Macros - An Intro.; Using Queries - An Intro.; Case Study
 - Structured Query Language (SQL), Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying

Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies

- CAAT Tools (Computer Accounts & Auditing Technique) - Capabilities & Importing Data from Accounting & other Application Systems - Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - Introduction; Sampling, Macros, Audit Trail, Pivot Tables - Introduction

➤ **Unit – 8: Practical**

- Tally and other Accounting, Taxation related software, Electronic Interface of Income Tax Department and Indirect Taxes i.e. GSTN

Text Book:

1. Introduction to Information Technology; I. T. L. Education Solutions Limited,; Pearson Education India; 7th Edition, 2008

Suggested Readings:

1. Introduction to Information Technology; Rainer R.K. and Turban E.; Wiley; 2nd Edition, 2002
2. Computer Fundamentals (With CD); Sinha P. & Sinha P.; BPB Publication; 6th Edition, 2003
3. Information Technology for Management; Behl; Tata McGraw Hill; 2nd Edition, 2012
4. Electronic Commerce: Framework, Technologies and Applications; Bhasker; Tata McGraw Hill; 4th Edition, 2013

IC 327– AUDITING AND ASSURANCE

(L – 3 T – 0 P – 0 CR- 3)

Course outcomes

CO1: Students will understand the objectives and concepts of auditing

CO2: Students will gain working knowledge of generally accepted auditing procedures and of techniques and skills needed to apply them in audit.

Course content

➤ **Unit – 1: Introduction and Auditing Procedure and Techniques**

- Definition, Nature, Scope and Objectives of Independent Financial Audit, Limitation
- Basic Principles Governing an Audit-Relation between Accounting and Auditing
- Errors and Fraud-Concepts, Means of doing Fraud, Purpose, Conditions which increase the Risk of Fraud and Error; Auditor’s responsibility towards detection and reporting
- Classification, Objective wise, Periodicity wise, Technique wise

- Social objectives of auditing, Auditing Engagement, Audit Planning, Audit Programme
- Documentation: Audit Working Papers, Ownership and Custody of Working Papers, Audit File (Permanent, Current), and audit note Book, Audit Memorandum, Audit Evidence: Concept, Need, procedure to obtain Audit Evidence, Sources and Reliability, Methods
- Preparation before Commencement of a New Audit
- **Unit – 2: Internal Control, Internal Check and Internal Audit**
 - Internal Check-Definition, Objective, Preparation of check-lists
 - Internal Control-Definition, Objectives, Evaluation, Internal control in Computerized Environment, ICQ and its Preparation, Comparison with Internal Check
 - Internal audit-Definition, Objectives, Regulatory Requirements (Companies Act), Reliance by Statutory Auditor on Internal Auditor's Work
 - Audit Risk- Concept, Types and their Assessment Procedure
- **Unit – 3: Audit Sampling, Test checking and Analytical Procedure**
 - Concept, Need, and Types of Sampling, Sampling Risk, Stages in Audit Sampling
 - Test Checking, Auditing in Depth and Cut-Off checking
 - Analytical Procedure: Nature and Application of Analytical Procedure, Tools and Techniques of Analytical Procedure, Extent of Reliance on Analytical Procedure, Use of analytical procedure for Substantive Testing
- **Unit – 4: Vouching, Verification and Valuation of assets and liabilities**
 - Vouching- Meaning, Objectives, Vouching of Different Items (Receipts and Payments Related)
 - Verification: Meaning and importance of Verification and valuation of assets, verification vs. valuation, general principles, and problems of verification and valuation, Verification and valuation – intangible assets, fixed assets, investments, current assets, fictitious assets, contingent assets, Verification and valuation of liabilities – fixed and long term liabilities, current liabilities, contingent liabilities
- **Unit – 5: Company Audit**
 - Qualification, Disqualification, Appointment, Reappointment, Removal, Remuneration of Auditors
 - Audit Ceiling, Status, Power, Duties and Liabilities of auditors
 - Branch Audit, Joint Audit, Special Audit
 - Maintenance of Books of Account, Related Party Disclosures, Segment Reporting
 - Divisible Profit, Dividend and Depreciation (Companies Act, Standards on Accounting, Legal Decisions and Auditor's Responsibility).
 - Representations by Management, Contents of Annual Report
 - Specific provisions for accounts in the Companies Act
- **Unit – 6: Audit Report and Certificate**
 - Definition, Distinction between Report and Certificate, Types of Reports/Opinion (Clean, Qualified, Disclaimer, Negative and Piecemeal)
 - Contents of Audit Report (As per Companies Act and Standards on auditing)
 - True and Fair View (Concept and Guiding Factors), Materiality (Concepts and Relevance), Limited Review, Disclosures
 - Certificate on Corporate Governance, Cash Flow Statement Reporting

- **Unit – 7: Audit of Different Institutions**
 - Banks: Legislation Relevant to Audit of Banks, Approach to Bank Audit, Internal Control Evaluation, Non-Performance Assets (Concept, Provisions), Long Form Audit Report
 - Insurance Companies: Legislation Relevant to Audit of Insurance companies (Life and General Insurance), Review of Internal Control, Audit Report (Matters as per IRDA)
 - Educational Institutions, Hospital, Local Bodies and Non- Profit Seeking Organizations (including NGOs): Features and Basic Principles of Government Audit
 - Comptroller and Auditor General and its Constitutional Role
- **Unit- 8: Investigations**
 - Meaning, purpose, types
 - Distinction between Investigation and auditing approach to the investigation
 - Due diligence review, valuation
 - Investigation to detect fraud, misappropriation and defalcations
- **Unit – 9: Emerging Issue in Auditing**
 - Auditing and concept of assurance in auditing
 - Format of Audit certification and audit attestation
 - Cost Audit, Management Audit, Tax Audit, Systems Audit, Social Audit, Environment Audit, Energy Audit, Performance Audit, Forensic Audit, Peer review (Concepts, Objectives and Regulatory Requirements)
 - Ethics in Auditing: Auditor’s Independence
Standards on Auditing (Concepts, Purpose and Present Position as to Number and Title as issued by ICAI)

Text Book:

1. Legal Aspects of Business, Kanojia S & Sharma J P, Ane Books Pvt Ltd, New Delhi (1st Edition), 2011, Pages 594, ISBN 9789385462702.
2. Auditing; Jha A.; Taxmann Publication; 7th Edition, 2011

Suggested Readings

1. Contemporary Auditing; Gupta K.; Tata McGraw Hills, 6th Edition, 2004
2. Auditing; Jha A.; Taxmann Publication; 7th Edition, 2011
3. Auditing Principles and Practice; Sharma S. D.; Taxmann Publication; 3rd Edition, 2006
4. Fundamentals of Auditing; Basu; Dorling Kindersley (RS); 1st Edition, 2008
5. Principles and Practice of Auditing; Pagare D.; Sultan Chand And Sons; 11th Edition, 2007
6. Systematic Approach to Auditing & Assurance; Garg K.; Bharat Law House Pvt. Ltd; 14th Edition, 2013

IC 323– MANAGEMENT ACCOUNTING

(L – 3 T – 1 P – 0 CR- 4)

Course outcomes

CO1: Students will be familiarized with the various concepts and techniques of management accounting

CO2: Students will understand the importance and use of management accounting tools and techniques in business decision-making

Course content

- **Unit – 1: Concept of Management Accounting**
 - Meaning, nature, scope and functions
 - Role of management accounting in decision making process
 - Management accounting vs financial accounting
 - Different tools and techniques of management accounting
 - Use of accounting information for management purpose
 - Application of computer in Management decision making process
- **Unit – 2: Marginal Costing and Management Decisions**
 - Meaning and definition of marginal cost and marginal costing
 - Assumptions of marginal costing, Marginal Costing vs absorption costing.
 - Break Even Analysis
 - Cost volume profit analysis Cost volume Profit Ratio (CVP assumptions and uses, Graphical presentation, profit graph, Margin of Safety, determination of cost indifference point)
 - Managerial application of marginal costing
 - Advantages and disadvantages of marginal costing
 - Use of marginal costing for marginal decision making
- **Unit – 3: Budget and Budgetary Control**
 - Meaning of budget and budgetary control
 - Objectives, merits and limitations of budgetary control
 - Installation of budgetary control system (Budget Committee, Budget manual, principal budget factor, preparation and monitoring procedure)
 - Classification of budgets according to time, function and flexibility
 - Preparation of budget (flexible budget and cash budget)
- **Unit – 4: Standard costing and Variance Analysis**
 - Meaning of standard cost, standard costing
 - Advantages and application of standard costing
 - Distinction between standard costing and budgetary control
 - Variance Analysis: material, labour and overheads
- **Unit – 5: Responsibility Accounting and Transfer Pricing**
 - Responsibility Accounting: Concept, features, steps, responsibility centers
 - Transfer pricing

- **Unit – 6: Management Reporting**
 - Meaning of Management Reporting
 - Requisites of a Good Reporting System
 - Principles of Good Reporting System
 - Kinds of Reports
 - Drafting of Reports under different Situations
- **Unit – 7: Emerging Issues in Management Accounting**
 - ABC, ABM, Activity Based Budgeting
 - Total Quality Management

- Target Costing
- Life Cycle Costing, Value Chain Analysis, MRP, Theory of Constraint

Text Book:

1. Management Accounting - Text Problems and Cases; Khan M. Y. and Jain P.K.; Tata McGraw Hill Co; 6th Edition, 2011

Suggested Books:

1. Management Accounting: Information for Decision-Making and Strategy Execution; Atkinson A.A., Kaplan R.S., Matsumura E.M. and Young S.M.; Prentice Hall; 6th Edition, 2011
2. Introduction to Management Accounting; Horngren C.T., Sundem G.L., Schatzberg J.O., and Burgstahler D.; Prentice Hall; 16th Edition, 2013
3. Cost and Management Accounting; Drury; Cl Emea; 7th Edition, 2011
4. Principles of Management; Sharma R. K. & Gupta S. K.; Kalyani Publishers; 2nd Edition, 2003

IC 324– PUBLIC FINANCE

(L – 3 T – 1 P – 0 CR- 4)

Course outcomes

CO1: Students will be familiarized with the basics of public finance

CO2: Students will be aware about the procedure of public funds management

Course content

- **Unit – 1: Origin and Development of Public Finance**
 - Meaning and scope
 - Public finance and private finance
 - Allocation of public goods
 - Role of Public Finance in Developed and Developing Economy
 - Principles of Public Finance - Principle of maximum social advantage
- **Unit – 2: Raising of Public Funds**
 - Concepts of Revenue Receipt and Non-revenue Receipt
 - Sources and classification of public revenue
 - Classification of Taxes- Direct and Indirect Taxes, Progressive, Regressive and Proportional Taxation
 - Burden of taxation; Incidence and shifting of taxes; Excess burden of taxes
 - Effect on production, employment
 - Distribution and stability
- **Unit – 3: Principles of Government Expenditure and Taxation**
 - Principle of maximum social advantage
 - Ability to pay approach
- **Unit – 4: Public Debt Management**
 - Sources of Public Debt--Internal and External Debt
 - Burden of Public Debt
 - Public Debt Management

- Public debt and fiscal deficit
- **Unit – 5: Central Finances**
 - Sources and uses of funds
 - Effects of Fiscal Policy
- **Unit – 6: State Finances**
 - Sources and uses of funds
 - Issues of federalism
- **Unit – 7: Expenditure Structure and Policy**
 - Public Expenditure Growth
 - Causes of Expenditure Growth
 - Growth and type of expenditure
 - Expenditure evaluation principle- decision rules, fundamentals of Project evaluation, types of benefit and costs, discounting and the cost of capital, risk and economic change
- **Unit – 8: Indian Fiscal Policy, Deficit financing and Stabilization**
 - Indian Fiscal Policy
 - Deficit financing
 - Principles of stabilization policy- multiples model with investments fixed and investment variables, Stabilization in open economy, inflation, rational expectations

Text Books:

1. Public Finance in theory and practice; R Musgrave & PV Musgrave, 5th Edition, 2004
2. Public Finance; Bhatia H. L.; Vikas Publishing House; 27th Edition, 2012

Suggested Readings

1. Public Finance; Rosen H.S.; Tata McGraw Hill; 8th Edition, 2012
2. Public Finance in Theory and Practice; Musgrave R. A.; Tata McGraw Hill Education Private Limited; 5th Edition, 2004
3. Public Finance; Hajela T.N.; Ane Books; 4th Edition, 2009
4. Economic Survey, Ministry of Finance, Government of India (latest edition).
5. Report on Currency and Finance, Reserve Bank of India
6. Annual Reports of Reserve Bank of India
7. Latest Union Budget, Government of India.

IC 325– TAX PLANNING AND PROCEDURES

(L – 3 T – 1 P – 0 CR- 4)

Course outcomes

CO1: Students will be familiarized with the tax laws and procedures

CO2: Students will become aware about different techniques of tax planning and their usage

Course content

- **Unit – 1: Introduction**
 - Basic concepts of Tax planning and procedures in respect of different heads
- **Unit – 2: Tax Planning and Business Decisions**
 - Concept and difference between tax planning, tax avoidance and tax evasion

- Objectives, requisites, factors and types of tax planning
- Tax Planning with reference to setting up a new business
- Tax Planning with reference to financial management decisions
- Tax planning in respect of employees' remuneration, dividend policies (including inter corporate dividend), bonus shares
- Tax planning in respect of non – residents
- Tax Planning in respect of amalgamation and demerger of companies
- **Unit – 3: Specific Management Decision**
 - Make or buy, own or lease, own fund vs. borrowed fund for financing of assets, shut down or continue, sell in domestic market or export, repair or replacement
- **Unit – 4: Deferred Tax**
 - Deferred tax assets, deferred tax liabilities
 - Reassessment of recognized and unrecognized deferred tax assets and deferred tax liabilities (in view of provisions of IAS-12 & AS – 22)
- **Unit – 5: Tax Provisions in respect of international transactions**
 - Double taxation relief
 - Provisions regulating transfer pricing
 - Advance rulings
- **Unit – 6: Business Restructuring**
 - Tax planning with reference to business restructuring
 - Amalgamation
 - Demerger
 - Slump sale
 - Conversion of sole proprietary concern/partnership firm into company
 - Transfer of assets between holding and subsidiary companies
- **Unit – 7: Income computation and Disclosure Standard**
 - Method of Accounting
 - Impact of CDSS in computation of income

Text Book:

1. Direct Taxes – Law and Practice; Singhania V.K. and Singhania K.S.; Taxmann publication

Suggested Readings:

1. Direct Taxes; Lal B.B.; Konark Publisher (P) Ltd.
2. Direct Taxes – Law and Practice; Prasad B.; Wishwa Prakashana
3. Direct Taxes – Law and Practice; Mehrotra and Goyal; Sahitya Bhavan Publication
4. Law and Practice of Income Tax; Dinakar P.; Sultan Chand and sons

Latest edition of the books should be used

IC 326– DISSERTATION (ACCOUNTING, TAXATION AREA)

(L –1 T – 0 P – 2 CR-3)

Course outcomes

CO1: Students will be familiarised with basic concepts of research

CO2: Students will become capable to apply the theoretical concepts and knowledge in solving the research problems

Course content

➤ Unit I: Introduction

- Meaning of research
- Scope of Research in Business
- Purpose of Research – Exploration, Description, Explanation
- Unit of Analysis – Individual, Organization, Groups, and Data Series
- Conception, Construct, Attributes, Variables

➤ Unit II: Research Process

- An Overview
- Problem Identification and Definition
- Selection of Basic Research Methods-Field Study, Laboratory Study, Survey Method, Observational Method, Existing Data Based research, Longitudinal Studies, Panel Studies.

➤ Text Book:

- Research Methodology: Concept and cases, Chawla and Sondhi, Vikas Publications, 2nd Edition, 2016

➤ Suggested Readings:

1. The Practice of Social Research; Babbie, Earl R., Wansworth Publication, 11th Edition, 2007
2. Applied Statistics for Business and Economics: An Essential Approach. Webster, Allen L., TMH, 3rd Edition, 1997
3. Applied Multiple Regression/Correlation Analysis For The Behavioural Sciences, Cohen, J., Cohen, P.; West, S.G.; and Aiken L.S. Routledge, 3rd Edition, 2003
4. Business Research Method, Zikmund, W.G. South Western Thomson Learning, USA, 9th Edition, 2013
5. Emory, C. William. Business Research Methods, Homewood, Richard D. Irwin, 1st Edition, 1980

Note:

1. Each student will be assigned a faculty mentor for carrying out the project work
2. This course will be evaluated on the following basis:
50 percent of the Marks will be allotted by an internal examiner and remaining 50 percent by external examiner.

IC 341– COMPUTER AND ITS APPLICATION IN BANKING AND FINANCE

(L – 3 T – 0 P – 1 CR- 4)

Course outcomes

CO1: Students will be familiarized with the IT and its application in Banking and Finance

CO2: Students will be acquainted with data organisation and database management

Course content

- **Unit – 1: Information Technology and Business – An Overview**
 - Concepts of data, information and computer based information system
 - Impact of information technology on business
 - Types of Information System - Transaction Processing System, Management Information System, Decision Support System, Knowledge Management System - and their implementation at managerial levels
 - Recent trends in information technology – Enterprise computing, mobile communication, smart card

- **Unit – 2: Number System and Representation of Data in Computing System**
 - Data representation – bits, bytes, KB, MB, GB, TB
 - Concept of Number systems, Binary arithmetic [addition, subtraction using 1's & 2's complement method]
 - Computer Codes – BCD, EBCDIC, ASCII

- **Unit – 3: Fundamentals of Computer**
 - Components of digital computer and their functions
 - Basic concepts of hardware & software
 - Relationship between hardware and software
 - Types of software: System software – Operating systems, Programming Languages Translator – Assembler, Compiler and Interpreter, Utilities
 - Application software

- **Unit – 4: Data organization and Data Base Management System**
 - Data organization: Character, field, record, file and database; Types of Data Processing Systems, File Organizations, Traditional file organization Vs. Database File organization
 - Data Base Management System: Concept of Data Base Management System, Important terms of Database; Basic ideas of Data Warehouse and Data mining

- **Unit – 5: Data Communication and Computer Network**
 - Data Communication: Concept of Data communications, Transmission Modes; Communication Media; Wireless and satellite communication, Wireless Broadband, WAP, Network components – Bridge, Switch, Router, Gateway
 - Computer Networks: Network Concept, Types: LAN, WAN, MAN, VAN, SAN; Various Topologies: Bus, Star, Ring, Mesh, and Tree

- **Unit – 6: Brief Introduction to Internet and Security Issues**
 - Meaning of Internet

- Concepts of Internet Intranet and Extranet, IP Address, URL, Domain name System
- Internet Protocols - TCP/IP, UDP, FTP, TELNET
- HTML, DHTML AND XML
- Security threats - Virus, Trojan, Hacking, Spam
- Security Measures - Firewall, Antivirus software, Digital Signature; Concept of data Encryption & Decryption; Symmetric and asymmetric encryption; Digital envelope
- **Unit – 7: Problem Solving Tools: Using Decision Task**
 - Flow Charts, Concepts, Advantage and Disadvantage of flow chart, Problem Solving using flow chart
 - Decision Table - Concepts, Advantage and Disadvantage, Problem solving using decision task
 - Using MS Excel as an Audit tool - Introduction, Case Studies, Data Analysis & Reporting Features
 - RDMBS Concepts - Database Concepts, Terminology, Models - Introduction; RDBMS, Data Modelling using ERD, DB Design using Normalization
 - MS Access - Creating Databases & Tables – Introduction; Event Handling & Report Generation; Using Macros - An Intro.; Using Queries - An Intro.; Case Study
 - Structured Query Language (SQL), Introduction to Data Definition Language Statements & Data Manipulation Language Statements (Creating Tables, Selecting Data, Inserting Data, Updating Records, Dropping a Table, Querying Database, Aggregating Data, Grouping, Ordering Data, Joining Tables etc.) & Case Studies
 - IT applications in banking: ATM, Online Banking, MICR, Microfilm & Microfiche, , CBS, Networking, RTGS/NEFT/NDS, security system, checks and controls RBI Guidelines on IT security, Cyber-crime overview and fraud management
- **Unit – 8: Practical**
 - Banking and Finance related software

Text Book:

1. Introduction to Information Technology; I. T. L. Education Solutions Limited, Itl; Pearson Education India; 7th Edition, 2008

Suggested Readings:

1. Introduction to Information Technology; Rainer R.K. and Turban E.; Wiley; 2nd Edition, 2003
2. Computer Fundamentals (With CD); Sinha P. & Sinha P.; BPB Publication; 6th Edition, 2003
3. Information Technology for Management; Behl; Tata McGraw Hill; 2nd Edition, 2012
4. Electronic Commerce: Framework, Technologies and Applications; Bhasker; Tata McGraw Hill; 4th Edition, 2013

IC 342– INDIAN FINANCIAL MARKET AND FINANCIAL SYSTEM

(L – 3 T – 0 P – 0 CR- 3)

Course outcomes

CO1: Students will understand the structure of Indian financial system

CO2: Students will be familiarised with the components of financial system and their importance.

Course content

➤ Unit – 1: Financial System

- Concept of finance, savings and investment
- Meaning and significance of finance in economy
- Components (instruments, markets, etc.)
- Kinds of finance: Rudimentary finance, Direct and Indirect finance
- Role of financial intermediaries
- The structure of Indian Financial System
- Recent developments in the Indian Financial system

➤ Unit – 2: Money and Indian Banking System

- Role and Functions of banks -Regulatory provisions / enactments governing banks
- Alternative measures to money supply in India, their different components
- Commercial Banks: Importance and functions
- Structure of commercial banking system in India, distinction between Commercial and Central bank
- Credit Creation Process of Commercial banks
- High powered money: meaning and uses
- Concept of Money Multiplier
- The Reserve Bank of India: Functions; Instruments of Monetary and Credit control
- Concept of Development bank and their needs in Indian financial system: difference with Commercial banks
- Major Development banks and their functions (IFCI, IDBI, ICICI, EXIM Bank, SIDBI, SFCs, NABARD)
- Retail banking: Approach, products, marketing
- Wholesale Banking
- International banking

➤ Unit – 3: Interest Rate Structure

- Meaning, Gross and Net interest rate: their difference
- Nominal and Real interest rate: their difference; Differential interest rate
- Causes of variation of interest rate, relationship between interest rate and economic progress
- Administered and Market determined interest rate
- Recent changes in interest structure in India

➤ Unit – 4: Money Market

- Nature & Deployment of Surplus Funds and Raising of Short-term funds, Characteristics of Money Market
- Regulatory framework of RBI, Fixed Income, Money Market and Derivatives Association and Foreign Exchange Dealers Association of India
- Call Money Market-Players, Utility, Money market Instruments: Commercial Paper
- Certificates of Deposits, Bills of Exchange, Treasury Bills (T-Bills), Bill Discounting
- Factoring, Letter of Credit, Money Market Mutual Funds, Fixed Maturity Plans

➤ **Unit – 5: Capital Market**

- Primary Markets: IPO, FPO, Offer for Sale, Private Placement, Preferential Allotment, Institutional Placement Procedures, Qualified Institutional Placement, Rights Issue, Bonus Issue
- Primary Markets: Prospectus, DRHP, Shelf Prospectus, Red Herring prospectus, Private Investment in Public Equity (PIPE), SEBI (Issue of Capital & Disclosure Requirements) Regulations, 2009, Lead Manager (Pre & Post Issue Activities), Due Diligence Review, Underwriting obligations
- Primary Markets: Basis of Allotment, Book-building, Pre-issue and Post-issue activities, Green-shoe Option, Pre-listing and Post-listing activities, Listing Agreement
- Secondary Markets: Opening day (listing), Continuing compliance obligations and disclosures: Post-listing activities, Corporate Actions, Requirements for Continuing Listing, Corporate Governance Norms
- Disclosures as per Listing Agreement: Price Sensitive Information, Material Changes, Quarterly results
- Functioning of an Exchange: Margining, Trading, Clearing and Settlement, Trade Guarantee Fund, Trading Software, Arbitration Mechanism, Stock Market Indices

➤ **Unit – 6: Investors' Protection**

- Grievances concerning Stock Exchange dealings & their removal
- Grievance Redressal Cell in Stock Exchanges, Role of SEBI, Company Law Board, Judiciary & Media

Text Book:

1. Indian Financial System-Theory and Practice; Khan, M. Y.; Tata McGraw Hill; 8th Edition, 2013
2. Indian Financial System: Markets, Institutions and Services; Pathak, B. V., Pearson; 3rd Edition, 2010

Suggested Readings

1. Financial Markets and Institutions; Bhole, L. M.; Tata McGraw Hill; 5th Edition, 2009
2. Financial Markets and Institutions; Gurusamy; Tata McGraw Hill; 3rd Edition, 2009
3. Financial Markets and Institutions; Saunders; Tata McGraw Hill; 3rd Edition, 2007
4. Financial Institutions management; Saunders; Tata McGraw Hill; 7th Edition, 2013
5. Financial Services; Khan, M. Y.; Tata McGraw Hill; 7th Edition, 2013

6. Financial Services; Gurusamy; Tata McGraw Hill; 2nd Edition, 2009
7. Bank Management & Financial Services; Rose; Tata McGraw Hill; 7th Edition, 2010

IC 343– FINANCIAL SERVICES

(L – 3 T – 1 P – 0 CR- 4)

Course outcomes

CO1: Students will be acquainted with the types of financial services and their importance.

CO2: Students will be familiarised with different financial intermediaries and their importance in Indian financial system

Course content

- **Unit – 1: Introduction**
 - Meaning, nature, features, evolution, providers and users
 - Classification: fund based and non-fund based financial services
- **Unit – 2: Leasing and Hire purchase**
 - Concept, evolution, features
 - Types of leasing and Hire purchase
 - Advantages
 - Distinction between leasing and Hire purchase
 - Leasing companies in India
- **Unit – 3: Capital Market Investment Institutions**
 - Domestic Financial Institutions
 - Qualified Institutional Buyers
 - Foreign Institutional Investors
 - Private Equity
 - Angel Funds
 - Venture Capital
 - Qualified Foreign Investors
 - Mutual Funds
 - Alternative Investment Funds
 - Hedge Funds
 - Pension Funds
- **Unit – 4: Capital Market Instruments**
 - Equities, Preference Shares, Shares with Differential Voting Rights
 - Corporate Debt: Non-Convertible Debentures, Partly-and Fully-Convertible Debentures, Non-Convertible Debentures with or without Call and Put Features
 - Bonds, Foreign Currency Convertible Bonds, Indian Depository Receipts
 - Derivatives: Single Stock Futures, Single Stock Options, Index futures (SENSEX, NIFTY), Index Options, Interest Rate Futures, Currency futures
 - Exchange Traded Funds
- **Unit – 5: Financial Intermediaries Framework**

- Framework of Market Infrastructure Institutions
- Stock Exchanges Clearing Corporations
- Custodians
- Depositories, Depository Participants
- Registrars and Transfer Agents
- Bankers to issue
- Merchant Bankers, nature, scope, functions, Evolution of merchant banking and growth in India
- Underwriters
- Investment Advisors, Portfolio Managers
- Self Certified Syndicate Banks
- Brokers, Sub-brokers, Market-makers
- Credit Rating and credit rating agencies in India.
- Role and Functions of Insurance Companies, Bancassurance

Text Book:

1. Financial Services; Khan, M. Y.; Tata McGraw Hill; 7th Edition, 2013

Suggested Readings:

1. Financial Services; Gurusamy; Tata McGraw Hill; 2nd Edition, 2009
2. Bank Management & Financial Services; Rose; Tata McGraw Hill; 7th Edition, 2010
3. Indian Financial System: Markets, Institutions and Services; Pathak, B. V., Pearson; Dorling Kindersley (RS); 3rd Edition, 2010
4. Indian Financial System-Theory and Practice; Khan, M. Y.; Tata McGraw Hill; 8th Edition, 2013
5. Financial Markets and Institutions; Bhole, L. M.; Tata McGraw Hill; 5th Edition, 2009
6. Financial Markets and Institutions; Gurusamy; Tata McGraw Hill; 3rd Edition, 2009
7. Financial Markets and Institutions; Saunders; Tata McGraw Hill; 3rd Edition, 2007
8. Financial Institutions management; Saunders; Tata McGraw Hill; 7th Edition, 2013

IC 344– BANKING REGULATORY FRAMEWORK

(L – 3 T – 1 P – 0 CR- 4)

Course outcomes

CO1: Students will be familiarised with the legal & regulatory framework of the banking system

CO2: Students will be acquainted with the implications of different regulatory provisions on day to day Banking operations

Course content

- **Unit – 1: Introduction to Banking System, Regulatory Framework and Compliances and Role of SEBI & RBI**

- Provisions of RBI Act 1935; Banking Regulation Act 1949; Banking Companies (Acquisition and transfer of undertakings Act 1970 & 1980), Government and RBI's powers: Role of SEBI & RBI
 - Opening of new banks and branch licensing
 - Constitution of board of directors and their rights
 - Banks shareholders and their rights
 - CRR / SLR concepts
 - Cash / currency management
 - Winding up - amalgamation and mergers
 - Powers to control advances, selective credit control, monetary and credit policy
 - Audit and Inspection
 - Supervision and control: board for financial supervision, its scope and role
 - Disclosure of accounts and balance sheets
 - Submission of returns to RBI
- **Unit – 2: Legal aspects of banking operations**
- Case laws on responsibility of paying / collecting banker
 - Indemnities / guarantees: scope and application, obligations of a banker, precautions and rights-laws relating to bill finance,
 - LC and Deferred Payments
 - Laws relating to securities, valuation of securities, modes of charging securities - lien, pledge, mortgage, hypothecation
 - Registration of firms / companies
 - Creation of charge and satisfaction of charge
- **Unit – 3: Banking Related Laws**
- Law of limitation
 - Provisions of Bankers Book Evidence Act
 - Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS, Banking Cash Transaction tax, Service Tax, Asset Reconstruction Companies
 - The Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002
 - Banking Ombudsman
 - Lok Adalats
 - Lender's Liability Act
- **Unit – 4: Relevant Provisions of the Acts with reference to banking operations**
- Indian Contract Act, 1872
 - The Sale of Goods Act, 1930
 - The Companies Act, 2013
 - Indian Partnership Act, 1932
 - The Transfer of property Act, 1882
 - Foreign Exchange Management Act, 2000
 - Prevention of Money Laundering Act, 2002

Text Book:

1. Legal and Regulatory Aspects of Banking; Indian Institute of Banking & Finance; Macmillan Publishers India; 2nd Edition, 2012

Suggested Readings:

1. Banking Law and Practice in India; Tanna M.L.; Lexisnexis Butterworths Wadhwa Nagpur; 23rd Edition; 2010
2. Elements of Mercantile Law; ND Kapoor; Sultan Chand & Sons; 29th Edition, 2012
3. Business Laws; Kuchhal & Kuchhal; Vikas Publishing House, New Delhi; 6th Edition, 2013
4. Business Laws; Tulsian P.C.; Tata McGraw Hill; 2nd Edition, 2001
5. Business Laws; Mathur, Satish B.; Tata McGraw Hill; 1st Edition, 2009
6. Business Laws; Gulshan, S.S; Excel Books; 4th Edition, 2012
7. Commercial Law (including Company Law) and Industrial Law; Sen & Mitra; World Press 1966; 7th Edition, 2006
8. Business Laws for Management; Bulchandani, K.R.; Himalaya Publishing House; 6th Edition, 2014

IC 347– Capital Market Operations

(L –3 T – 1 P – 0 CR-4)

Course outcomes

CO1: Students will be familiarised with the operation of Indian securities market

CO2: Students will be acquainted with the clearing, settlement and risk management processes.

Course content

- **Unit-1: An Overview of the Indian Securities Market**
 - Market segments
 - Key indicators of securities market
 - Products and participants
 - Market segments and their products
 - Reforms in Indian securities markets
- **Unit-2: Trading Membership**
 - Stock brokers
 - NSE membership
 - Surrender of trading membership
 - Suspension and expulsion of membership
 - Declaration of defaulter
 - Authorized persons, sub-brokers,
 - Broker-clients relations
 - Sub-broker-clients relations
 - Investor service cell and arbitration
 - Code of advertisement
- **Unit-3: Trading**

- Introduction
- NEAT system
- Market types
- Trading system users hierarchy
- Local database
- Market phases
- Logging on, Log off/exit from the application
- Neat screen
- Invoking an inquiry screen
- Order management
- Trade management
- Limited physical market
- Block trading session
- Retail debt market (RDM)
- Trading information downloaded to members
- Internet broking
- Wireless application protocol (wap)
- Computer to computer link (ctcl) facility

➤ **Unit-4: Clearing and settlement**

- Introduction
- key terminologies used in clearing and settlement process
- Transaction cycle
- Settlement agencies
- Clearing and settlement process
- Securities and funds settlement
- Shortages handling
- Risks in settlement
- Risk management
- International securities identification number
- Data and report download

TEXTBOOKS

1. Capital Markets; Gurusamy S.; Tata McGraw Hill Education Private Limited, 2nd Edition, 2009

SUGGESTED READINGS

1. Indian Financial Systems; Khan M.Y.; Tata McGraw Hill, 6th Edition, 2009
2. Financial Institutions and Markets; Gupta Shashi K; Kalyani Publishers, 1st Edition, 2011
3. Commodity Markets; Nandini N.; Tata McGraw Hill Education Private Limited, 1st edition, 2010
4. Commodity Markets and Derivatives; Kulkarni Bharat; Excel Books. 1st Edition, 2012

IC 346– DISSERTATION (BANKING, FINANCE AREA)

(L –1 T – 0 P – 2 CR-3)

Course outcomes

CO1: Students will be familiarised with basic concepts of research

CO2: Students will become capable to apply the theoretical concepts and knowledge in solving the research problems

Course content

Unit I: Introduction

- Meaning of research
- Scope of Research in Business
- Purpose of Research – Exploration, Description, Explanation
- Unit of Analysis – Individual, Organization, Groups, and Data Series
- Conception, Construct, Attributes, Variables

➤ Unit II: Research Process

- An Overview
- Problem Identification and Definition
- Selection of Basic Research Methods-Field Study, Laboratory Study, Survey Method, Observational Method, Existing Data Based research, Longitudinal Studies, Panel Studies.

Text Book:

1. Research Methodology: Concept and cases, Chawla and Sondhi, Vikas Publications, 2nd Edition, 2016

Suggested Readings:

1. The Practice of Social Research; Babbie, Earl R., Wansworth Publication, 11th Edition, 2007
2. Applied Statistics for Business and Economics: An Essential Approach. Webster, Allen L., TMH, 3rd Edition, 1997
3. Applied Multiple Regression/Correlation Analysis For The Behavioural Sciences, Cohen, J., Cohen, P.; West, S.G.; and Aiken L.S. Routledge, 3rd Edition, 2003
4. Business Research Method, Zikmund, W.G. South Western Thomson Learning, USA, 9th Edition, 2013
5. Emory, C. William. Business Research Methods, Homewood, Richard D. Irwin, 1st Edition, 1980

Note:

1. Each student will be assigned a faculty mentor for carrying out the project work

IC 501-ORGANISATIONAL THEORY AND BEHAVIOUR

(L–3 T–1 P–0 CR–4)

Course outcomes

CO1: Students will gain conceptual understanding about the structures and behaviours of organizations

CO2: Students will be familiarised with the theories of organisational behaviour and their implications in business operation

Course content

- **Unit 1: Introduction to Organisation, Organizational Behaviour and Organization Theory**
 - Organization : Concept, Features, Types, Forms and Significance; Organizational Behavior: Meaning and Concept, Determinants, Models, Challenges and opportunity; Theories of Organization: Classical Theories- Scientific Management, Process Management, Bureaucratic Model; Neo Classical Theories- Human Relations and Behavioral Science; Modern Theories- System, Contingency and Quantitative.

- **Unit 2: Understanding Individual Behavior**
 - Individual Behavior- Factors influencing Individual Behavior; Personality - Meaning, Determinants, Personality Traits, Theories of Personality - Psychoanalytic Theory (Freud's Theory), Neo - Freudian Theories, Trait Theories, Social Learning Theories, The Self Theory, Need Theories, Holistic Theories ; Perception – Meaning , Factors influencing Perception; Perpetual Process, Managing the Perception Process, Managerial Implications of Perception; Learning – Definition; Importance and Barriers to Learning, Theories of learning - Classical Conditioning Theory, Operant or Instrument Conditioning Theory, Cognitive learning theory, Social learning theory, Learning and Organizational Behavior; Attitudes, Values.

- **Unit 3: Understanding Group Dynamics, Decision making and Communication**
 - Concept, Classification of Groups, Group Behavior and Norms, Group Formation, Stages of Group Development; Group cohesiveness; Concept and Nature of Decision-making process, Group Decision-making; Individual vs. Group Decision-making, Nominal Group Technique and Delphi Technique; Communication- Concept and Types, Models of Communication, Communication Effectiveness in Organizations, Barriers to Effective Communication, Transactional Analysis in Communication

- **Unit 4: Leadership, Power and Conflict**
 - Leadership-Traits, Types, Theories - Behavioral Approach, Situational Approach, Leadership Effectiveness, Contemporary Issues in leadership; Power - Bases of Power, Power tactics; Conflict- Nature, Level and Sources of Conflict, Conflict Resolution Strategies

➤ **Unit 5: Motivation**

- Motivational Process, Theories of Motivation - Content Theories (Maslow, Herzberg, Mc. Cleland), Process Theories (Adam, Victor, Vroom, Lawler and Porter), Reinforcement Theory, Contemporary Theories of Motivation (ERG, Cognitive Evaluation, Goal Setting, Equity) Expectancy Model; Motivation and Organizational Effectiveness

➤ **Unit 6: Organizational Culture, Change and Development**

- Concept and Determinants of Organizational Culture; Change - Meaning, Nature, Causes, Resistance to Change, Management of Change, Change Models – Lewin’s Three-Step Model, Change Agents ; Organizational Development - Meaning and Nature , Organizational Development Interventions – Sensitivity Training, Survey Feedback, Process Circulation, Team building, MBO; Problems in Organizational Development; Management of Stress

Text Books

1. Robbins; S.P.: Organisational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi, 13th Edition, 2012.
2. Luthans, F.: Organisational Behaviour, McGraw Hill International, New York, 11th Edition. 2011.

Suggested Readings

1. Aswathappa K.: ‘Organisational Behaviour’, Himalaya Publishing House, New Delhi, 12th Revised Edition , 2013
2. Luthans, F.: Organizational Behaviour, McGraw Hill, New York, 11th Edition.2011
3. Newstrom, J. W. and Keith D.: Organisational Behaviour: Human Behaviour at Work, Tata McGraw Hill, New Delhi 13th Edition. 2014
4. Robbins, S. P.: Organizational Behaviour, Prentice Hall, New Delhi, 14th Edition.2012

IC 502-FINANCIAL STATEMENT ANALYSIS

(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be familiarised with the concepts and techniques of financial statement analysis

CO2: Students will be acquainted with the usage of different tools and techniques of financial statement analysis

Course content

➤ **Unit 1: Introduction**

- Meaning and objectives of analysis of financial statement-tools of financial statement analysis Origin of financial statement analysis – Demand for and supply of financial statement information – Sources of financial statement information – traditional versus new approach to financial statement analysis.

➤ **Unit 2: Tools and Techniques of Financial Statement Analysis**

- Horizontal or trend analysis – Vertical analysis or common size statements – use of accounting ratios and other statistical measures for analysis – Inter-firm and intra-firm comparisons – Bench mark for comparison.

➤ **Unit 3: Ratio Analysis**

- Meaning of Ratio Analysis, Ratio Formation, Objectives of Ratio Analysis, Classification of Ratios, Important Ratios, DuPont Analysis, Limitations of Ratio Analysis, Points to be kept in mind for making Ratio Analysis effective, Practical Methods of Analysis- Time Series Analysis, Cross-sectional Analysis, Residual Analysis and Multivariate Analysis

➤ **Unit 4: Basic Statistical Issues in FSA**

- Purposes of Statistical Measures in FSA, Statistical Measures commonly used in FSA-Measures of Central Tendency, Measures of Dispersion, Measures of Relationship and Relevant Statistical Tests

➤ **Unit 5: Corporate Distress Analysis**

- Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy, Causes of Corporate Failure, Need for Corporate Distress Analysis, Approaches to Corporate Failure Prediction.

➤ **Unit 6: Capital Market Efficiency and its Implications for Financial Statement Analysis**

- Random walk and efficient capital market – Natures and forms of efficient capital market – Efficient capital market anomalies – Implication of capital market efficiency – Role of Financial analyst in efficient capital market.

Text Books

1. Wild, J.D., Subhramanyam, K.R. and Halsey, R.F.: Financial Statement Analysis, McGraw Hill Education India Pvt. Ltd, 10th Edition, 2009
2. Lev, B. Financial Statement Analysis : A New Approach , Prentice Hall, 1974; Digitized 29 Sep 2008.

Suggested Readings

1. White, S. and Fried.: The Analysis and use of Financial Statements, John, Wiley & sons, 2003.
2. Sinha, G.: Financial Statement Analysis, PHI Learning Pvt Ltd., 2nd Edition . 2012
3. Sur, D.: Financial Statement Analysis – A Comprehensive Approach, Excel Books, 2012.
4. Bernstein and Wild.: Financial Statement Analysis: Theory Application and Interpretation, McGraw Hill, 6th Edition.
5. Peter, W.: Financial Statement Analysis An International Perspective, - Business Press, Thomson Learning, Reprint 2008.

IC 503-STATISTICS FOR BUSINESS DECISIONS

(L-3 T-0 P-1 CR-4)

Course outcomes

CO1: Students will be familiarised with the statistical tools and techniques for business decision making

CO2: Students will be acquainted with the uses of quantitative models in decision making.

Course content

- **Unit 1: Statistical Decision Theory**
 - Introduction; Structure of Decision Making Problem; Decision Making Environments; Decision Making under uncertainty- Criterion of Optimism, Criterion of Pessimism; Equally likely Decision (Laplace) Criterion, Criterion of Realism and Criterion of Regret; Decision Making under Risk- Expected Monetary Value and Expected Monetary Loss Criteria; Quantitative approach to management decision making.
- **Unit 2: Probability Theory and Distributions**
 - Probability - classical, relative and subjective; addition and multiplication; conditional probability; Bernoulli and Baye's Theorem; Binomial, Poisson and Normal Distributions - their characteristics and applications.
- **Unit 3: Statistical Inference**
 - Estimation point and interval estimation, Qualities of a good estimator; Theory of testing of Hypothesis- Statistics and Parameter, Statistical Hypothesis, Tests of Significance, Types of Errors in Testing of Hypothesis, Level of significance- Confidence interval and Confidence Limits, Two tailed and One tailed Tests, Standard Error and its Utility, Degrees of Freedom, Test Statistics, Critical Values, Acceptance and Rejection Regions; Procedure for Hypothesis Testing
- **Unit 4: Parametric and Non Parametric Tests**
 - Parametric Test: Difference between Large and Small Sample Tests of Significance; Assumptions in Large Sample Theory; Tests of Significance in Attributes; Significance Tests in Large Variables and Significance Tests in Small Sample; Students t- Distribution- Assumptions and Applications; F-test; Z test; Analysis of Variance(ANOVA); Multivariate Analysis
 - Non Parametric Test: Meaning and Characteristics of Non-Parametric Test; Difference between Parametric and Non-Parametric Tests; Chi square Test; Wilcoxon Matched Pairs Test; Mann Whitney Wilcoxon Test; Kruskal-Wallis Test; Kolmogorov-Smirnov test; Wald-Wolfowitz run test; Median Test.
- **Unit 5: Sequencing and Replacement Analysis**
 - Sequencing: n-jobs to be processed on two machines in the same order of machines; n- jobs to be processed on m machines in the same order of machines–by converting it into a two –n machine case; Two jobs to be processed on m machines in the different orders of machines.
 - Replacement Analysis: Replacement of capital assets–discrete cases when time value of money is not considered and when time value of money is considered; Replacement of items that fail suddenly
- **Unit 6: Statistical Quality Control and Business Forecasting**

- Statistical Quality Control: Meaning and scope; Control limits, specification limits, tolerance limits; Chance causes, Assignable causes; Process control, product control; Producers' and Consumers' risks; Quality control charts; Purpose and logic of their constructions; Control charts for variables– X Charts and R Charts
- Business Forecasting Models: Decomposition of time series components; Exponential smoothing models (single, double, triple); Holt's Model, Winters' model; Measurement of forecast accuracy.
- **Unit 7: Simulation Model**
 - Introduction & steps of simulation method Discrete simulation models; Continuous simulation models; Formulation and solution technique; Monte-Carlo simulation; Applications to business problem- Simulation of Inventory problems and Queuing problems.

Text Books

1. Sharma, J.K.: Business Statistics, Pearson Education, New Delhi, 2007.
2. Gupta, S. C.: Fundamentals of Statistics. Himalaya Publishing House, 2010.

Suggested Readings

1. Hooda, R. P.: Statistics for Business and Economics. Macmillan, 2003.
2. Ruppert, D.: Statistics and Finance: An Introduction. Springer, 2006.
3. Johnson, R. A., & Wichern, D. W.: Applied Multivariate Statistical Analysis. Prentice-Hall of India, 2007.
4. Aczel, A.D. and Sounderpandian, J.: Complete Business Statistics, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2006.
5. Levin, R. I. and Rubin, D.S.: Statistics for Management, Prentice Hall of India Pvt. Ltd., New Delhi, 2011.

IC 504-CORPORATE GOVERNANCE AND BUSINESS ETHICS

(L-3 T-0 P-0 CR-3)

Course outcomes

CO1: Students will be familiarised with the concepts and theories of corporate governance and business ethics

CO2: Students will be acquainted with the various governance mechanisms applicable to the corporate in a globalized economy.

Course content

- **Unit 1:** Corporate Governance- Concept, Origin, Objectives; Importance; Corporate Operations; Corporate Citizenship, Corporate Control; Identification of Stakeholders; Historical perspective; Corporate Governance systems (basic and elementary ideas) in the USA, the UK, Germany, Japan and France.
- Business Ethics – Concept; Philosophies; Scopes; Advantages; Ethics in Compliance, finance and production.
- **Unit 2:** Structure and Process of Corporate Governance, Corporate Governance issues in Merger and Acquisitions, Takeovers, Corporate Restructuring; Governing Practices

in Buy-back of Shares; Related Party Disclosure; Code of Best Practices; Role of Whistle-blower; Role of Financial Institutions in enforcing Corporate Governance Codes.

- **Unit 3:** Agency and Stakeholders' Theory - Concept and Core Principles; Corporate Mis-governance – Factors responsible, some recent Examples, Lessons
- **Unit 4:** Provisions of the Companies Act 2013 regarding improving the Quality of Governance, Changes in Corporate Governance related issues in the Companies Act 2013; SEBI–Code of Corporate Governance; CII–Code of Corporate Governance; SEBI Guidelines for Listed Companies, Clause 49 of Listing Agreement; Sarbanes Oxley Act, 2002
- **Unit 5:** Chief Executive Officer and Corporate Governance; Professional Management and Family Management, Constitution of Board–Roles and Responsibilities of and Restrictions on Executive and Non-Executive directors; Nominee Director; Independent Directors; Minority Shareholders and Conduct of AGMs; Appointment of Audit Committee, Compensation Committee and Nomination Committee– Need, Constitution, Duties and Responsibilities
- **Unit 6:** Renowned Committees on Corporate Governance- Reports of Cadbury Committee, Greenbury Committee Report, Hampel Committee, Blue Ribbon Committee, Kumar Mangalam Birla Committee, Naresh Chandra Committee, and Narayana Murty Committee Report, Codes on Corporate Governance

Text Books

1. Hartman, L. & DesJardin, J.: Business Ethics: Decision-Making for Personal Integrity & Social Responsibility, McGraw Hill, 2nd Edition.1994
2. Bain, N. and Band, D.: Winning Ways through Corporate Governance, Macmillan, London, 1996.
3. Sharma, J. P.: Governance, Ethics and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi, 2015.
4. Sharma, J. P.: Corporate Governance, Business Ethics & CSR (With Case Studies and Major Corporate Scandals)", Ane Books Pvt Ltd, New Delhi, 2nd Edition.2016

Suggested Readings

1. Fernando, A.C.: Corporate Governance: Principles, Policies and Practices, Pearson, 2nd Edition. 2011
2. Mathur, U.C.: Corporate Governance and Business Ethics, Macmillan India Ltd., New Delhi, 2010.
3. Gupta, C.V.: Value and ethics in business, Sultan Chand & Sons, New Delhi, 2009.

IC 505-INTERNATIONAL BUSINESS

(L–3 T–0 P–0 CR–3)

Course outcomes

CO1: Students will be familiarised with the nature, scope, structure, and operations of international business

CO2: Students will be acquainted with the emerging trends and developments in the international business environment

Course content

- **Unit 1: Introduction to International Business**
- International Business– Meaning, Nature, Importance and Scope; Framework for Analyzing International Business Environment- Geographical, Economic, Socio-cultural, Political and Legal Environment; Domestic and Foreign Environments and their Impact on International Business Decisions; Modes of Entry into International Business; Management of International Business Operations– complexities and issues; IT and International Business; India’s involvement in International Business
- **Unit 2: Theoretical Foundations of International Trade**
- Reasons for International Trade; Evolution of Trade Theories– Mercantilism, Absolute Advantage (Classical) Comparative Advantage, Factor Proportions Trade; International Product Cycle; New Trade Theory; National Competitive Advantage; Gains from Trade; Foreign Trade Multiplier; Terms of Trade
- **Unit 3: Globalization and Trade Liberalization**
- Globalization–forces, meaning, dimensions and stages; Kenchi Ohmae model; Trade Liberalization Overview and Principles of GATT; Provisions AGRI, MFA, TRIMS, TRIPS, GATS and their relevance to the Developing Countries
- Agreements on Subsidies and Countervailing Measures (SCM) – Anti-Dumping Measures
- **Unit 4: International Economic Institutions and Agreements**
- WTO, GATT, IMF, World Bank, UNCTAD, IDA, IFC– their role in international business; generalized system of Preferences (GSP) ;Global System of Trade Preference among the Developing Countries(GSTP), Other International Agreements and Treaties; International Commodity Trading and Agreements– India’s involvement and Consequences
- **Unit 5: Regional Economic Integration**
- Free Trade Area, Customs Union and Common Market; Theory of Customs Union; Trade Creation and Diversion Effects; Regionalism vs. Multilateralism; Structure and Functioning of EC; Regional Economic Co-operation– Types and Rationale of regional Economic Groups; EU, NAFTA, ASEAN, SAFTA, APEC, Mercosur
- **Unit 6: FDIs, FIIs and MNCs**
- FDI –costs and benefits, Foreign Investment Institutions and Instruments, FIIs - costs and benefits, their role in the Indian Capital Market; MNCs’ in International Business – Strategy Content, Formulation and Implementation for MNCs in a changing world, MNC –Culture, Issues in Investment, Technology Transfer, Pricing and Regulations; UN Code of Conduct of MNCs; Mergers and Acquisitions- International Collaborations and Strategic Alliances;

Text Books

1. Francis, C.: International Business: Texts and Cases, Himalaya Publishing House, New Delhi, 5th Edition.2010

2. Rao, S.P.: International Business – Text and Cases, Himalaya Publishers, 4th Edition. 2010

Suggested Readings

1. Aswathappa, K.: International Business, Tata McGraw Hill, 4th Edition. 2008
2. Hill, C. W.L.: International Business, Tata McGraw Hill, 9th Edition. 2009
3. Markusen, J. R., Melvin, J. R., Kaemfer, W. H. and Maskus, K. E.: International Trade Theory and Evidence, McGraw Hill. 2010
4. Rugman, A. M. and Hodgetts, R. M.: International Business: A Strategic Management Approach, Pearson, 2010.

IC 521-HUMAN RESOURCE MANAGEMENT

(L-3 T-0 P-0 CR-3)

Course outcomes

CO1: Students will be familiarised with the concepts, techniques and principles of human resource management

CO2: Students will be acquainted with the challenges and issues faced by HR managers

Course content

➤ **Unit 1: Introduction**

- HRM: Concept, Nature, Scope, Importance, Functions, Role ; Evolution and Growth of HRM; HRM Models; Professionalization of HRM in India ; HRM and Environment Scanning; HR Manager as Strategic Business Partner; Qualities of HR Manager; Changing status of HR Managers; Challenges and Issues before an HR Manager; Human Resources as Sustainable Competitive Advantage in the Globalisation Era; HR Information System– Developing HR information System; Human Resource inventory; Emerging Issues before HRM.

➤ **Unit 2: Human Resource Planning and Procurement**

- Meaning and Factors affecting HR Planning HR Planning Objectives, HR Planning Process, Evaluation of HR Planning; HR Planning and HR Effectiveness; Quantitative and Qualitative aspects of HR Planning; Job Analysis Techniques, Job Description, Job Evaluation Techniques, Job Specification, Job Design Approaches, Job Characteristics, Approach to Job Design, Job Enlargement, Job Enrichment, Recruitment and Selection– Process and Policies, Factors affecting Recruitment, Sources of Recruitment Internal and External, basic Selection Model, Psychological Tests for Selection, Requirement of a good Test for Selection, interviewing; Induction and Placement; Staffing; Career Planning; Succession Planning.

➤ **Unit 3: Training and Developing the HR**

- Training: Modern Concept ; Identification of Training Needs– Qualitative and Quantitative; Training Curriculum Planning; Types and Methods of Training; Choice of Training Methodologies; Training Facilities and Equipment; In-service Training; Outside Training; Re-Training; Advanced Training; Designing Training Programme; Employee Counseling; Executive

Development Programme; Evaluating of Training and Development ; HRD: Concept and Components; Training and Development facilities in India

➤ **Unit 4: Retaining, Maintaining and Separation of Employees**

- Nature of Employee Benefits– Statutory and Customary; Wage Plans and Policies; Profit- sharing and Incentive Plans; Wage vs. Salary; Determination of Compensation Package and Terminal Benefits, Fringe benefits and Labour Welfare; Performance Appraisal– Objectives, process, Methods– Traditional and Modern including 360 Degree Performance Appraisal , Potential Appraisal; BOS and BARS; Employee Relations– Objectives, Discipline, Causes, Procedure, Shifting forms from Industrial Relations to Employees Relations, Trade Unions– Objectives, Role in New economy; Handling Employees’ grievances; Collective Bargaining– Types, Essential Conditions for the Success ; Employee participation in Management; Workforce– Promotion, Transfer and Separation; Exit of Human Resources, VRS, Golden Handshake

➤ **Unit 5: Contemporary Issues in HRM**

- Human Resource Accounting & Audit; Human Resource Information System; Ethical issues in HRM; Managing Diversity at Work– Causes of Diversity, the Paradox of Diversity, Diversity with special reference to Handicapped, Women and age people, Empowerment and Gender issues

➤ **Unit 6: HRM in the Knowledge Era**

- Knowledge Management (KM): Concept, KM Architecture, Knowledge Conversion, Process; Virtual Organisations: Concept, Features, Types, HR Issues; Learning Organisation

Text Books

1. Prasad, L.M.: Managing Human Resources- Sultan Chand Publication, Reprint 2009.
2. Aswathappa, K.; Human Resource Management; Text & Cases, Tata McGraw Hill, 5th Edition. 2010


Suggested Readings

1. Rao, P. S.: Personnel and Human Resource Management, Himalaya Publishing House Pvt. Ltd, 4th Edition.2011
2. Gupta, C.B.: Human Resource Management, Sultan Chand & Sons, 18th Revised Edition.2014
3. Rao, V.S.P.: Human Resource Management, Vikas Publishing House, 2015.
4. DeCenzo, D.A. and Robins, S.P.: Fundamentals Human Resource Management, Prentice Hall of India, 11th Edition. 2005
5. Flippo, E. B.: Personnel Management, McGraw Hill, 5th Edition.2010

IC 522-MARKETING MANAGEMENT

(L-3 T-0 P-0 CR-3)

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Controller of Examinations
Tezpur University
Tezpur, Assam

Course outcomes

CO1: Students will be familiarised with the concepts, techniques and principles of marketing management

CO2: Students will be acquainted with the recent development in the field of marketing and the challenges faced by marketing managers

Course content

- **Unit 1: Introduction**
 - Marketing: Evolution of Marketing Concept, Traditional and Modern Marketing Concepts; Marketing Philosophies– Exchange -based, Production-based, Product-based, Sales-based and Society-based ; Marketing Environment– Micro and Macro, Significance of Scanning Marketing Environment; Marketing Research– Methods and Procedures; Buyer Behavior– Consumer Buying vs. Business Buying Behavior; Consumer Buying Decision Process and influences; Industrial Buying Decision Process
- **Unit 2: Market Segmentation**
 - Market Segmentation: Meaning, Targeting and Positioning; Bases and Procedure for Segmenting a Consumer Market; Criteria for effective Market Segmentation; Target Market Selection and Strategies; Positioning- Concept, Bases and Process
- **Unit 3: Product and Pricing Decisions**
 - Product: Concept and classification; Product Line and Mix; Major Product Decisions; New Product Development; Product Planning and Development– Stages involved; Product Planning for Global Markets; Consumer Adoption and Innovation Diffusion; Product Life Cycle – Concept and appropriate Strategies to be adopted at different Stages; Product Packing, Branding and Labelling; Pricing Decision– Objectives of pricing; Factors affecting Price of a Product; Procedure for setting Price; Initiating and Responding to Price Changes; Pricing Policies and Strategies; Discounts and Rebates
- **Unit 4: Promotion and Distribution Decisions**
 - Promotion: Meaning and importance; Communication process; Promotion tools and their Effectiveness; Elements of Promotion Mix; Determining Optimal Promotion Mix; Developing and implementing a Promotional Campaign; Promotion through internet; Promotion Scene in India
 - Distribution Decisions: Channels of distribution– concept and importance; Different types of distributions, middlemen and their functions.
- **Unit 5: Marketing of Services**
 - Services: Meaning and Concept, Nature, and Types, Characteristics of Services with its Marketing implications; Reasons for Growth of Services Marketing;
- Marketing Mix [7 Ps] - Strategies of Services Marketing
- **Unit 6: Rural Marketing**
 - Rural Markets: Concept, Nature and Importance; Scanning Consumption Patterns of Rural Customers; Marketing in Rural Marketing
- **Unit 7: Contemporary Issues in marketing**

- ⊖ International marketing; green marketing; cyber marketing; viral marketing; relationship marketing.

Text Books

1. Kotler, P., Keller, K. L., Koshy, A. and Jha, M.: Marketing Management: A South Asian Perspective, 13th Edition. 2012
2. Kotler, P. and Keller, K.L.: Marketing Management, Prentice Hall of India / Pearson Education, New Delhi, 14th Edition.2012

Suggested Readings

1. Ramaswami, V. J. and Namakumari, S.: Marketing Management, Macmillan Business Books, Delhi, 3rd Edition,2012
2. Grewal, D. and Levy, M.: Marketing, Tata McGraw Hill, 6th Edition.2008
3. Saxena, R.: Marketing Management, Tata McGraw Hill, 4th Edition. 2008
4. Mamoria, C. B.: Principles and Practice of Marketing in India, Kitab Mahal, Allahabad, 3rd Edition. 2008

IC 523-MANAGERIAL ECONOMICS

(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be acquainted with the basic concepts and theories of managerial economics

CO2: Students will gain the ability to use managerial economics concepts and theories in business decision making

Course content

- **Unit 1: Introduction**
 - Meaning, Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities. Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle equi-marginal principle.
- **Unit 2: Demand and the Firm**
 - Consumer Behavior: Hicks-Allen and Revealed preference approach; theory of attributes – demand for consumer durables; firm theory: objectives of the firm; theory of the growth of the firm: Marris and Penrose.
- **Unit 3: Production and Cost**
 - Production: Law of variable proportion; returns to scale; production function: concept of productivity and technology; producer's equilibrium, isoquants ridge lines, isoclines, isocost lines.
 - Cost function: classification of costs, short run cost functions, relationship between return to scale and return to a factor, long run cost functions.
- **Unit 4: Market and Competitive Analysis**

- Different form of market: structural features; pricing strategies of firms.
- Oligopoly: non-collusive oligopoly –Cournot Model, Stackelberg model, Bertrand model, Kinked demand curve model; collusive oligopoly-Dominant firm model, Cartels.
- Game theory applications in oligopoly models (Bertrand, Cournot and Stackleberg models).
- **Unit 5: Managerial and Behavioural Theories of Firm**
 - Baumol’s model of sales maximization; Marris’ model of managerial enterprise; Williamson’s model of managerial discretion; Full cost pricing principle; Theory of Limit Pricing: Bains, Sylos- Labini, Modigliani and Bhagwati.
- **Unit 6: Markets with Asymmetric Information**
 - Market Signals and Asymmetric information; Market for Lemons and Adverse selection; Moral Hazard and Adverse Selection, Signaling and The Sheepskin Effect Incentive, The Principal-Agent Problem.
- **Unit 7: Product and Asset Market Equilibrium**
 - Product market: derivation of IS function; money supply and asset market equilibrium; derivation of LM function; real IS-LM framework.
- **Unit 8: Business Cycles:**
 - Nature and Phases of a Business Cycle, Theories of BusinessCycles- Monetary , Innovation,
 - Samuelson and Hicks Theories.
 - Inflation: types - demand pull-cost push-structural inflation. Impacts on economy, causes and effects. Solutions: fiscal and monetary policies.

Text Books

1. Salvatore, D.: Managerial Economics in a Global Economy, Oxford University Press, 2011.
2. Maddala, G.S.: Microeconomics: Theory and Applications, Tata McGraw Hill, 2010.
3. Varian, H.: Intermediate Microeconomics: A Modern Approach, East West Press India, 2010.

Suggested Readings

1. Adhikary, M.: Business Economics, Excel Books, New Delhi, 2000.
2. Varsheny, R.L. and Maheshwari, K.L.: Managerial Economics; Sultan Chand and Sons, New Delhi, 2014.
3. Peterson, C.H., Lewis, W.C., and Jain, S.K.: Managerial Economics, Pearson Education, New Delhi, 2006.
4. Henderson, J.M. and Quandt, R.E.: Microeconomic Theory: A Mathematical Approach, Tata McGraw Hill, 1980.
5. Koutsoyannis, A.: M. Modern Microeconomics, Macmillan India Ltd, 2003.
6. Mehta, P.L.: Managerial Economics, Sultan Chand, New Delhi, 2013.

IC 524-OPERATIONS RESEARCH

(L-3 T-0 P-1 CR-4)

Course outcomes

CO1: Students will be familiarised with the principles of advanced operations research techniques

CO2: Students will be acquainted with the applications of operations research techniques in decision-making

Course content

- **Unit 1: Introduction**
 - Operation Research: Concept and Significance of Operations Research; Evolution of Operations research; Steps in designing Operations Research studies; Operations research models
- **Unit 2: Linear Programming Problem**
 - Linear Programming Problem formulation; Graphical solution; Simplex method; Sensitivity analysis; Duality.
- **Unit 3: Transportation and Assignment Problems**
 - Mathematical representation, Methods of solving initial basic feasible solution; Testing optimality; Variations in transportation problem; Assignment problems- its concept and algorithm; Solution of Assignment problem, Variations of assignment problems
- **Unit 4: Decision Theory and Game Theory :**
 - Decision under uncertainty ; Decision under risk – expectation principle, Bayesian approach, Decision tree approach; Utility theory; Game theory; Two person zero sum game; Pure and mixed strategy games; Dominance
- **Unit 5: Replacement Theory**
 - Basic concept; Replacement policy with and without change in money value; Replacement of items that deteriorate with time; Impact of maintenance cost in replacement; Replacement of items that fail suddenly
- **Unit 6: Network Analysis**
 - Concept and Meaning of Network Analysis; Preparation of Network Diagram; Time Estimates - PERT Time Estimates; CPM and its Calculation
- **Unit 7: Inventory Control**
 - Deterministic and probabilistic inventory models; Discrete and continuous inventory models; Price-discount inventory control models
- **Unit 8: Queuing Theory and Markov Analysis**
 - Elements of a queuing system; Models with Poisson arrival and service rates, single server and infinite and finite population; Markov Analysis- Brand-switching analysis; Equilibrium conditions

Text Books:

1. Sharma, J. K.; Operations Research – Theory and Applications, Macmillan India Ltd, 4th Edition.2009
2. Vohra, N. D.: Quantitative Techniques in Management, McGraw Hill, 3rd Edition.2011

Reference Books:

1. Taha, H.A.: Operations Research, Pearson Education, 8th Edition.2003
2. Hillier, F. and Lieberman, G.: Introduction to Operations Research: Concepts and Cases, McGraw Hill, 8th Edition.2008

IC 525-METHODOLOGY FOR BUSINESS RESEARCH

(L-3 T-0 P-1 CR-4)

Course outcomes

CO1: Students will become familiar with the fundamentals and theoretical background of business research

CO2: Students will be acquainted with the research process and be able to develop sound research design

CO3: Students will understand the techniques of data collection, analysis and interpretation of data, and presentation of results

Course content

➤ Unit 1: Introduction to Research

- Meaning, Characteristics of Research, Need for Research in Business and Social Sciences, Difficulties and Limitations of Research in Social Sciences Research; Objectives of Research, Types of Research - Basic Research, Applied Research, Descriptive Research, Analytical Research, Empirical Research. Issues & Problems in Research; Research in Functional Areas- Finance, Marketing, Production, Human Resources; Ethics in Business Research

➤ Unit 2: Methodology in research

- Meaning of and Identification of Stages in the scientific Research Process- Identification and Selection of Research Problem, Formulation of Research Problem; Review of Literature; Research Gap, Formulation of Hypothesis, Framing of research Design

➤ Unit 3: Collection, Presentation and Analysis Of Data

- Sources of Data—Primary and Secondary Sources; Methods of collecting
- Primary Data— Designing Questionnaires/Schedules; Census Method vs. Sampling Method, Random Sampling and Non-Random Sampling methods, Measurement and Scaling Techniques— Processing and Presentation of Data – Editing, Coding, Classification, and Tabulation, Graphic and Diagrammatic Presentation; Statistical Analysis of Data, Types of Analysis – Descriptive and Inferential

➤ Unit 4: Interpretation of Data

- Introduction, Essentials, for Precautions; Conclusions and Generalization— Methods of Generalization; Statistical Fallacies: Bias, Inconsistency in Definitions, Inappropriate Comparisons, Faulty Generalizations, Drawing Wrong Inferences, Misuse of Statistical Tools, Failure to comprehend the Data

➤ Unit 5: Research Report

- Research Report – Meaning , Importance , Essentials of a good Research Report, Layout, Types , Steps in Research Report Writing; Footnotes and

Bibliography, References and Citation methods - APA (American Psychological Association), Harvard Style

Text Books

1. Kothari, C.R.: Research Methodology, Vikas Publishing House, 3rd Revised Edition.

Suggested Readings

1. Cooper, D.R. and Schindler, P.S.: Business Research Methods, Tata McGraw Hill, 9th Edition.
2. William, Z.: Business Research Methods, Thompson Learning, 8th Edition.
3. Alan, B.: Business Research Methods, Oxford University Press, 8th Edition.
4. Panneerselvam, R.: Research Methods for Business, John Wiley & Sons, 4th Edition.
5. Beri, G. C.: Marketing Research, Tata McGraw-Hill Publishing Company Limited, 3rd Edition.

IC 608-STRATEGIC MANAGEMENT

(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be familiarised with the basic concepts and approaches of strategic management

CO2: Students will develop an understanding of the basic inputs for formulating and implementing corporate strategies

Course content

- **Unit 1: Concept of Strategy**
 - Concepts and Importance of Strategy and Strategic Management; Strategic Management Process; Levels of Strategy; Approaches to Strategic Decision-making; Organizational Vision, Mission and Objectives / Goals
- **Unit 2: Corporate-level Strategy**
 - Expansion, Stability, Restructuring, Combination, Integration, Diversification, Retrenchment, Internationalization, Cooperative and Digitalization Strategies – Case study for corporate level strategy
- **Unit 3: Business- level strategies**
 - Generic Business Strategies; Tactics for Business Strategies – Business strategies for different business conditions – Business Strategy and Internationalization; Business strategy and Digitalization
- **Unit 4: Strategic Analysis**
 - Analysis of Broad Environment, Environmental Profile, Constructing Scenarios; Analysis of Operating Environment, Michael Porters Model of Industry Analysis; Analysis of Strategic Advantages, Resource Audit; Value Chain Analysis; Core Competences; SWOT Analysis; Analysis of Stakeholder Expectations
- **Unit 5: Strategic Choices/Options**
 - Generating Strategic Alternatives, Strategic Options at the Corporate Level – Stability, Growth and Defensive Strategies; External Growth Strategies – Mergers, Acquisitions, Joint Ventures, Strategic Alliance; Evaluation of Strategic Alternatives, Product Portfolio Models, Selection of Suitable Corporate Strategy

- **Unit 7: Strategic Implementation**
 - Strategic Implementation issues- Planning and Allocating resources, Organisation Design and Structure ; Functional Strategies – Production, Human Resource, Finance, Marketing and R & D; Managing Strategic Change; Strategic Control
- **Unit 8: Strategy Evaluation and Control**
 - Overview of Strategy Evaluation and Control; Techniques of Strategy Evaluation & Control; Measuring Performance; Strategic Audit; Strategic Information system
- **Unit 9: Strategic Review**
 - Evaluation of Strategic Performance – Criteria and Problems; Corporate Restructuring; Business Process Reengineering; Benchmarking; TQM; Six Sigma.

Text Books

1. Thompson, A. A. and Strickland, A. J.: Strategic Management: concepts and cases, McGraw-Hill, 12th Edition.2001
2. David, F. R.: Strategic Management, Pearson Education, 2nd Edition. 2011

Suggested Readings

1. Francis, C.: Business Policy and Strategic Management, Himalaya Publishing House, 3rd Edition. 2008
2. Glueck, W. F. and Jauch, L. R.: Business Policy and Strategic Management, McGraw Hill, 4th Edition.2008
3. Budhiraja, S. B. and M. B. Athreya.: Cases in Strategic Management, Tata McGraw Hill, New Delhi, First Reprint 2015.
4. Johnson, G. and Scholes, K.: Exploring Corporate Strategy : Text and Cases, Prentice Hall, 8th Edition. 2008

IC 602-MANAGEMENT INFORMATION SYSTEM

(L-3 T-0 P-1 CR-4)

Course outcomes

CO1: Students will be acquainted with the concept, and applications of management information system.

CO1: Students will be familiarised with the contemporary issues of management information system in business.

Course content

- **Unit 1: Introduction**
 - MIS :Meaning, Definition, Characteristics , Importance, Elements; Information and Nature of Reports at different Levels of Management ;MIS Planning; MIS Structure; MIS Classification; MIS and Decision-making; Advantages and Disadvantages of MIS

- **Unit-2: MIS and System Analysis**
 - System: Concepts, Types, Principles, Sub-systems; Organization as a System; System Approach; System Analysis: Meaning, Nature, Functions and Principles; Data Flow Diagrams; Data Dictionary; Analysis of MIS
- **Unit-3: MIS and System Design**
 - System Design: Concept, Principles; Input and Output Designing; Relevant Information Needs in MIS Design; Conceptual System Designing; Detailed System Designing; Implementation; MIS Installation and Evaluation
- **Unit-4 Application of information System**
 - Accounting Information System – Order Processing, Inventory Control, Accounts Receivable, Accounts Payable, etc.; Financial Information System – Cash and Securities Management, Capital Budgeting, Financial Forecasting, Financial Planning; Marketing Information System-Marketing Research, Sales Forecasting, Sales, Product, Price, Distribution, Advertising and Promotion; Production Information System-Process Control, Product Control, Scheduling, etc.
- **Unit 5: Intelligent Information System**
 - Artificial Intelligence: Concept; Methods for Business: Expert System and Artificial Neural Network; Business Intelligence (BI) – Basic Idea, Role of BI in Marketing, Human Resource Management, Finance and Accounting
- **Unit 6: Cloud Computing**
 - Basic Idea, Types of Cloud - Public, Private and Hybrid; Cloud Services; Security issues in Cloud Computing
- **Unit 7: Data Base Management System**
 - Significance of Query Language, SQL - DDL, DCL, DML, TCL and PL/SQL - Triggers, Functions, Procedures, Packages and Anonymous Blocks; Back up and Recover; Data Warehouse and Data Mining - Basic Idea
- **Unit 8: Enterprise Information System**
 - Concept, Relevance in different domains; ERP Modules and Functions; Implementation of ERP and Challenges

Text Books

1. Stephen, H., Cummings, M. and McCubbrey, D. J.: Management Information Systems for the Information Age, McGraw-Hill, New York, 2002.
2. Murthy, C.S.V.: Management Information Systems, Himalaya Publishing house, 2009.

Suggested Readings

1. O'Brien, J.A.: Management Information Systems, Galgotia Publications, New Delhi, 7th Edition.
2. Tricker, R.J.: Management Information and Control System, John Wiley and Sons, 2nd Edition.
3. Stephen, H.: MIS for the Information Age, TMH, New Delhi, 9th Edition.

4. Kroenke, D.: Business Information Systems, TMH, New Delhi, 2nd Edition.
5. Kanter, J.: Managing with Information, PHI, New Delhi, 4th Edition.

IC 603-CORPORATE FINANCIAL REPORTING

(L-3 T-0 P-1 CR-4)

Course outcomes

CO1: Students will be acquainted with the concept and importance of corporate financial reporting

CO2: Students will be familiarised with the contemporary practices in accounting and reporting practices adopted by corporate entities

Course content

➤ **Unit 1: Introduction**

- Concept of Financial Reporting; Objectives and Requirement of Financial Reports; Users in Financial Reporting; Qualitative Characteristics of Financial Reporting; Information Significance of Company Annual Report; Benefits of Financial Reporting; Disclosure Requirements; Financial Reporting Practices in India; concepts of IASB & FASB.

➤ **Unit 2: International Financial Reporting Standards & Ind ASs**

- Introduction to IFRSs, Convergence of IFRSs in India– Companies (Indian Accounting Standards) Rules 2015; Ind AS 1: Presentation of Financial Statements; Ind AS 2: Inventory; Ind AS 8: Accounting Policies, Changes in Accounting Estimates and Errors; Ind AS 10- Events after the Reporting Period; Ind AS 16: Property Plant & Equipment; Ind AS 18: Revenue; Ind AS 36- Impairment of Assets; Ind AS 105: Non-current Assets Held for Sale and Discontinued Operations; Ind AS 113: Fair Value Measurement.
- (Explanation- Only important provisions of the abovementioned standards)

➤ **Unit 3: Segment Reporting**

- ⊖ Meaning and Need of Segment Reporting; Benefits of Segment Reporting; Requirements of Companies Act, 2013; Accounting Standard-17 / Ind AS 108 on Segment Reporting; Bases of Segmentation; Identifying Reportable Segments; Types of Disclosure in each Segment;

➤ **Unit 4: Accounting and Reporting of Financial Instruments:**

- Definition of financial instruments; financial assets, financial liabilities, and equity; recognition; measurement, impairment, derecognition and disclosure of financial Instruments; important provisions of Ind AS 32, Ind AS 107, and Ind AS 109.

➤ **Unit 5: Sustainability Reporting and Voluntary Disclosures**

- Concept of triple bottom line reporting; Global Reporting Initiative (GRI); Sustainability Reporting in India; voluntary disclosures - Disclosure issues; Value Added Statements- Economic Value Added, Market Value Added, Shareholders' Value Added.

➤ **Unit 6: Reporting through XBRL (Extended Business Reporting Language)**

- Concept of XBRL; benefits of XBRL; requirements of mandatory compliance in India.

Text Books

1. Maheshwari, S.N. & Maheshawari, S. K.: Advanced Accounting, Vikas Publication, 10th Edition, .
2. Shukla, M. C., Grewal, T.S., and Gupta, S. C.: Advanced Accounts, S. Chand Publications, Revised Edition, 2013

Suggested Readings

1. Lal, J.: Corporate Financial Reporting, Taxmann Publications, 3rd Edition.
2. IFRS for India, Dr.A.L.Saini, Snow white publications, 1st Edition.
3. IFRS concepts and applications by Kamal Garg, Bharath law house private limited, 4th Edition.
4. Kumar, M. P. V.: First lesson to International Financial Reporting Standards beginners guide, Snowwhite, 8th Edition.
5. Finch, C.: A student's guide to international financial reporting standards, Kalpan Publishing, 2nd Edition.

IC 604-BUSINESS VALUATION

(L-3 T-0 P-0 CR-3)

Course outcomes

CO1: Students will be familiarised with the concepts of business valuation

CO2: Students will be acquainted with the different valuation techniques used in business valuation along with its certain regulatory and tax implications.

Course content

➤ **Unit 1: Conceptual understanding on Valuation**

- Meaning of Value, Distinction between Price and Value, Who values Businesses, Purpose and Role of a Valuation, Basis of Valuation - Fair Market Value, Fair Value, Investment Value, Intrinsic Value, Process of Valuation

➤ **Unit 2: Valuation Techniques**

- Discounted Cash Flow (DCF) Methods of Valuation - Enterprise Value Approach, Equity Value Approach; Adjusted Present Value; Relative Methods of Valuation - Economic value added (EVA) approach; Asset Approach for Valuation; Real Option Approach or Contingent Claim Approach

➤ **Unit 3: Criteria for selecting the appropriate Valuation Method**

- Suitability of different valuation methods in different contexts, Choice of valuation method based on the growth stage of the firm, Nature of the industry and availability of information; Techniques to manage Risk in Business Valuation-Sensitivity analysis, Scenario analysis

➤ **Unit 4: Valuation in Special situations**

- Valuation of unlisted shares; Valuation of distressed company; Valuation of early stage company; Valuation in Mergers & Acquisitions; Valuation in buy-sell agreement; Valuation of Investment Company; Valuation of Intangibles; Valuation for financial reporting under IFRS
- **Unit 5: Regulatory aspects of Valuation and Tax implications**
 - Legal and regulatory aspects of valuation such as SEBI regulations/RBI regulations and Income tax implications as applicable to certain cases of valuation

Text Books

1. Domodaran, A.: Investment Valuation – Tools and Techniques for determining the value of any asset, John Wiley & Sons, 3rd Edition.
2. Thomas E. Copeland, T. E.: Valuation: Measuring and Managing the Value of Companies, John Wiley & Sons, 2nd Edition.

Suggested Readings

1. Copeland, T., Koller, T., Murrin, J. and Foote, W.: Valuation Workbook: Step-by-Step Exercise and Tests to Help your Master Valuation, John Wiley & Sons, 6th Edition.
2. Palupu, K. G., Healy, P. M. and Bernard, V. L.: Business Analysis and Valuation: Using Financial Statements Text and Cases, South-Western Publication, 5th Edition.
3. Reilly, R. F. and Schweih, R. P.: The Handbook of Advanced Business Valuation, McGraw Hill, 1999.
4. Sarig, O. H. and Benninga, S. Z.: Corporate Finance: A Valuation Approach, McGraw Hill, 2011.

IC 605-PROJECT WORK (L-1 T-0 P-2 CR-4)

Internship

IC 607- INSURANCE MANAGEMENT

(L-3 T-0 P-0 CR-3)

Course outcomes

CO1: Students will be familiarised with the principles and concepts of insurance management

CO2: Students will be acquainted with the important aspects of insurance management like product development, underwriting, insurance marketing, health insurance and reinsurance.

Course content

➤ Unit 1: Life Underwriting - Principles & Concepts

- Concepts of underwriting – Risk assessment – Mortality and morbidity – Assessing individual risks – Selection of lives – Classification of risks – Types of extra risks. Numerical Rating in underwriting – Standard, sub-standard and highly sub – standard risk – Limitations of the numerical rating system – Impact of nature of occupation on underwriting – Financial Aspects & Moral Hazard – Methods of rating sub – standard risks – Exclusions – Postponement or deferment of risk – Declinature of risk – Rider Benefits – Waiver of premium benefit . Underwriting Structure and process: Processing of the Proposal– Policy issuance process – Non-medical and Medical Underwriting – Medical Examination process – Underwriting the Life Insurance process – Issuance of the Policy Document (Policy Bond) – Structure of an underwriting function in a life insurance office – Chief Medical officer (CMO) – Underwriting – Support Team – Underwriting Authorities – Underwriting Philosophy & Risk management – Genetic testing in Life Insurance – Its advantages & disadvantages – Challenges faced in Underwriting.

➤ Unit-2: General Insurance Underwriting

- Profile of an Underwriter –The Underwriting Process – Functions of Underwriting – Risk selection – Classification & Rating – Policy Forms – Retentions and Reinsurance – Rate Making – Types of Underwriters – Underwriting Decisions – Policies on Preferred / Standard / Sub-standard Basis – Monitoring Underwriting Decisions. Methodology & Procedures of Underwriting: Underwriting of New Business – Scrutiny of Proposals – Limits of Acceptance – Acceptance subject to controlling office Approval – Acceptance of Extra Hazardous Risks – Underwriting Safeguards – New Business Procedure –Underwriting of Renewal Business. Principles of Rate Making, The Process of Rate Making – Mathematical Equations – Pure Premium and Loss Ratio Methods – Trended, Projected Ultimate Losses – Loading Factors – Individual Risk Rating – Experience Rating – Composite Rating. Rating Approaches in Pricing: IRDA Guidelines on Classification of General Insurance Products – Class Rated and Individual Rated Products – Class Rating – Individual or Merit Rating – Schedule Rating – Experience Rating – Objectives, Basis, Applicability, Essentials & Disadvantages of Experience Rating – Exposure Rating.

➤ Unit-3: Health Insurance

- Types of Health Insurance Products in India – Hospitalization Indemnity product – Personal Accident products – Critical Illness product – Daily Hospital Cash benefit – Disease management covers – Outpatient covers – Investment

products in health insurance & health savings components – Products for senior citizens – Micro-insurance products – International Coverage products – Other specialized health insurance products. Health Insurance Underwriting: Factors impacting morbidity – Basic principles of underwriting – Documents used for underwriting — Types of underwriting decisions taken – General Exclusions & Standard Exclusions – Group Health Insurance. Health Insurance policy forms and clauses: Health insurance contracts – Insurance contracts VS other contracts – Proposal forms used in health insurance – Comparison of proposal forms & questionnaires of health insurance with Personal Accident insurance, Life insurance & Group Insurance...Disability benefit plans or Income Protection – Long term care plan – Health Savings / Investment Linked plans – Group Health Insurance Schemes – Commonly used clauses in health insurance.

➤ **Unit-4: Product Development**

- Definition of Insurance Product – Physical Form of Product – Utility of Product – Legal Aspects of Product – Insurable Interest – Rights of Nominees, Assignors, Heirs and Successors. Why design of Product is Important?: Profitability – Design of Product – Health and other conditions – Maturity – Suppression of Information – Consumer Grievances – Regulators, Stakeholders. Pricing of Product: Meaning of Price and Premium – Equation of Value – Components of Premium – Problems in Determination of Premium – Renewal Expenses. Methods of Determination of Price- Premium bases – Interest rate: Use of Premium bases-Interest Rate, Mortality and Morbidity rates, commission rates Expense rates.

➤ **Unit-5: Reinsurance**

- Nature of reinsurance – Analysis of factors that influence results – Historical background – Reinsurance in India before & after nationalization and liberalization – GIC Re – Regional co-operation – Functions of reinsurance - Advantages, Forms of Reinsurance: Facultative reinsurance – Treaty reinsurance – Facultative Obligatory Treaty – Considerations for facultative placements, Methods of Reinsurance - Proportional Reinsurance, Non-Proportional Reinsurance

➤ **Unit 6: Insurance marketing**

- Introduction to Marketing: What is a Market – Marketing and Selling – Market Segmentation – Marketing Mix – Market Research – Marketing Strategies – Marketing Programme and Activities – Product Life Cycle – Positioning – Branding - Relationship Marketing – Marketing Management Process. Consumer Behaviour: It's Complexity – the Buying Process – Perceptions – Strokes – Dissonance – Reference Groups – Socio Economic Categories – The Insurance Consumer. Introduction to Services: Intangibility – Inseparability – Heterogeneity – Perishability – Ownership – Barriers to entry. Quality in Services: Levels of Quality – Costs of Quality – Elements of Quality – Quality Gaps – Responsibility for Quality – Moments of Truth .Strategies for Insurance Marketing : Product and its Differentiation – Product Development – Flexible options – Product Image – Product Obsolescence – Boston Matrix– Distribution and Distribution Channels – Direct Marketing – Promotion – PR and Publicity – Merchandising – Personal Selling – People.

Text Books:

1. Mishra, M. N. and Mishra, S. B.: Insurance Principles and Practice, S. Chand & Co. Pvt. Ltd, New Delhi, 2008.

Suggested Readings

1. Study Materials published by Insurance Institute of India, Mumbai
2. Journal of Insurance Institute of India, Mumbai., Monthly journal

IC 631-ADVANCED AUDITING

(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will develop an in-depth understanding of and expert knowledge relating to auditing

CO2: Students will be familiarised with the various standards, techniques, and procedures of auditing

Course content

➤ **Unit 1: Introduction**

- Definition, Scope and Objectives of Auditing; Basic Principles Governing an Audit; Audit Evidence; Audit Planning and Programming; Audit Sampling; Analytical Procedure; Meaning and Importance of Auditor's Independence; Factors affecting Auditor's Independence; Regulatory Framework for ensuring Auditor's Independence; the Audit and Assurance Services and the Audit Expectation Gaps; Concept of Materiality; AAS; Verification.

➤ **Unit 2: Auditing and Assurance Standards**

- Introduction; Objectives; An Overview of the Structure of Standards issued by the Auditing and Assurance Standards Board of the ICAI (viz., SQCs, SAs, SAEs, SRS), Standard on Quality Control (SQC- 1: salient features), Major Thrust Areas of Standards on Auditing (SAs); General Principles and Responsibilities

➤ **Unit 3: Company Audit**

- Provisions of the Companies Act, 2013 regarding Maintenance of Books of Accounts and Registers; Audit of Share Capital; Audit of Reserves and Surplus; Audit of Debentures; Audit of Public Deposits; Audit of Investment; [Concept, Qualification and Disqualification of Appointment, Removal, power & Duties]; Annual report; True & Fairview.

➤ **Unit 4: Risk Assessment and Internal Control**

- Internal Control: Scope of and Need for evaluation of Internal Control; Procedures; Techniques of Documenting Internal Controls including Questionnaire, Flowchart, Narrative Descriptions and Checklists

➤ **Unit 5: Audit under computerized information system (CIS) environment**

- Special aspects of CIS Audit Environment; Need for Review of Internal Control especially Procedure Controls and Facility Controls; Approach to Audit in CIS Environment; Use of Computers for Internal Audit and Management Audit Purposes; Audit Tools, Test Packs, Computerized Audit Programme; Special aspects in Audit of E-commerce Transaction

➤ **Unit 6: Contemporary Issues in Auditing**

- Audit of Banks, General Insurance Companies, Co-operative Societies, Members of Stock Exchange, Non-Banking Financial Companies, Mutual Funds, Depositories; Social Audit of Corporations. Cost Audit; Peer Review; Forensic Audit; Audit Committee; Management Audit; Professional Ethics & Code of Conduct.

➤ **Unit 7: Audit Committee and Corporate Governance**

- Role of Audit Committee under the Companies Act and Listing Agreement; Certificate of Corporate Governance

➤ **Unit 8: Internal Audit, Management Audit and Operational Audit**

- Nature, Purpose, Organization, Audit Programme, Behavioral Problems, Internal Audit Standards issued by the ICAI, Internal Audit and External Audit, Coordination between them; Specific areas of Management Audit and Operational Audit

Text Books

1. Jha, A.: Auditing & Assurance, Taxmann Publications, 8th Edition.
2. Kumar, R. and Sharma, V.: Auditing- Principles and Practice, Prentice Hall India Pvt. Ltd., 3rd Edition.

Suggested Readings

1. Tandon, B. N.: A Handbook of Practical Auditing, S. Chand & Co., 2006.
2. Gupta, K.: Contemporary Auditing, McGraw-Hill Education Ltd., 11th Edition
3. Woolf, E.: Auditing Today, Prentice Hall, 4th Edition.
4. Basu, S. K.: Audit and Assurance, Pearson Education, 1st Edition.
5. Brink, V. Z. and Witt, H.: Modern Internal Auditing, John Wiley & Sons., 1982.
6. Saxena, R. G.: Principles and Practice of Auditing, Himalaya Publication, 1997.

**IC 622-STRATEGIC COST AND MANAGEMENT ACCOUNTING
(L-3 T-0 P-0 CR-3)**

Course outcomes

CO1: Students will gain technical skills in strategic cost and management accounting

CO2: Students will be familiarised with the knowledge on contemporary issues and developments in strategic cost and management accounting

Course content

➤ **Unit 1 Introduction**

- Concept of Strategic Cost Management, Strategic Management Accounting and Competitive Position Analysis, Information provided by Strategic Management Accounting, Globalized Competitive scenario and the role of Strategic Cost and Management Accounting, Relationship between Strategic Management and Strategic Cost Management.

➤ **Unit 2 Strategic Approaches to Cost Management**

- Activity based Cost analysis and Activity based Cost Management; Target Costing, Life cycle costing, Quality Costing, JIT (including Back flush Costing and Throughput costing); Costing methods used in service sector

➤ **Unit 3 Performance Measurement**

- Return on Investment, Residual Income, different Value Added Concept like Economic Value Added, Market Value Added, Cash Value Added etc., and Balanced Scorecard.

➤ **Unit 4 Decision Making Tools (advanced level)**

- Marginal Costing : basic concepts; break even analysis and cost-volume-profit analysis; break-even charts and profit charts; differential cost analysis; stock valuation under marginal costing techniques versus absorption costing techniques; applications of marginal costing in decision making; Activity-Based Costing (ABC) for profit reporting and stock valuation; Integration of Standard Costing with Marginal Cost Accounting.; Transfer Pricing – determination of inter-departmental or inter-company transfer price; Treatment of special expenses in costs such as – research and development expenses, preliminary expenses, rectification expenses, costs of obsolescence, etc.

➤ **Unit 5 Management control Techniques**

- Cost Control, Cost Reduction, Benchmarking, Value chain Analysis and Value Engineering; Budgetary Control System; Standard Costing and Variance Analysis (including Sales Variance)

Text Books

1. Tulsian, P.C.: Cost Accounting, S.Chand, 2008.
2. Shukla, M.C. and Grewal, T.S.: Cost Accounting, S. Chand, Revised Edition,2008.

Suggested Readings

1. Atkinson, A. A., Kaplan, R. S., Matsumara, E. M., Yong, S. M. and Kumar, G. A.: Management Accounting, Pearson Education, New Delhi, 6th Edition.
2. Banerjee, B.: Cost Accounting- Theory and Practice, Prentice Hall Of India, New Delhi, 13th Edition.
3. Kishore, R. M.: Advanced Management Accounting, Taxman Publications, New Delhi, 6th Edition.
4. Jain, S. P. and Narang, K.L.: Practical Problem in Cost Accounting, Kalyani publisher, New Delhi, 2015.
5. Drury, C.: Management and Cost Accounting, Thomson Learning and Taxmann, 3rd Edition.
6. Horagren, C.T., Datar, C.T. and Foster, G.: Cost Accounting: A Managerial Emphasis, PHI and Pearson Education, 7th Edition.

IC 624-CORPORATE TAX MANAGEMENT

(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be acquainted with the practices relating to corporate tax management

CO2: Students will become aware about different techniques of tax planning and their usage

Course content

- **Unit 1: Introduction to taxation of companies**
 - Definition of Company, Indian company, Domestic Company, Foreign Company, Industrial Company, Investment Company, Widely-held Company, Closely-held Company; Residential status and Tax incidence; Taxation of Companies – Carry forward of losses in the cases of certain companies, Computation of taxable income, tax liability, Minimum alternate tax, Dividend tax, Tax on income distributed to unit holders, Tax on income received from venture capital companies and venture capital funds.
- **Unit 2: Tax Issues relating to Managerial Decisions**
 - Purchase of asset out of own funds or out of borrowed capital, own vs. lease, purchase by installment vs. hire purchase, sale of assets used for scientific research, make or buy decisions, repair, replace, renewal or renovation and shutdown or continue decisions.
- **Unit 3: Tax Planning relating to Financial Management Decisions**
 - Capital Structure decision, Dividend Policy, Bonus Shares
- **Unit 4: Tax issues relating to Business Restructuring**
 - Amalgamation, Demerger, Conversion of sole proprietary business or firm into company, Conversion of Company into Limited Liability Partnership, Transfer of Assets between Holding and Subsidiary Companies, Slump Sale
- **Unit 5: Special Tax Provisions**
 - Tax Provisions relating free trade zones, infrastructure sector and backward areas, Tax incentives for exporters
- **Unit 6: Assessment/Return of Income and Payment of Taxes**
 - Statutory obligation of filing return, Belated Return, Revised Return, Incomplete Return, Self-assessment, Summary assessment, Scrutiny assessment, Advance Payment of Tax, Deduction/ Collection of Tax at Source, E-TDS return

Text Books

1. Singhania, V.K. and Singhania, M.: Corporate Tax Planning and Business Tax Procedures with Case Studies, Taxmann Publications, 20th Edition.
2. Ahuja, G.K. and Gupta, R.: Simplified Approach to Corporate Tax Planning and Management, Bharat Law House, New Delhi, 17th Edition.

Suggested Readings

1. Lakhota, R.N.: Corporate Tax Planning, Vision Publications, Delhi, 6th Edition.
2. Mehrotra, H. C.: Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra, 2016.

3. Chartered Accountant, Journal of ICAI, New Delhi. Monthly Journal

IC 625-STRATEGIC FINANCIAL MANAGEMENT
(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be familiarised with concepts and practices of strategic financial management

CO2: Students will gain an understanding about the application of Strategic Management concepts and tools in Financial management

Course content

➤ **Unit 1: Introduction**

- Nature and Value by Strategic Management – Dimensions of Strategic Decisions - Benefits and risks of Strategic Management -Financial policy and strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process; Linkage between corporate strategy and financial strategy; Corporate strategy and high technology investment Implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholder value - creation, measurement, and management

➤ **Unit 2: Risk Analysis in Capital Budgeting**

- Concept and techniques of risk analysis; Capital budgeting decisions – sensitivity analysis; scenario analysis; financial break-even analysis; simulation analysis; decision tree analysis; corporate risk analysis; Project selection under risk- judgmental evaluation, payback requirement, risk profile method; risk adjusted discount rate method; certainty equivalent approach.

➤ **Unit 3: Strategic Financial Decisions**

- Concept, strategic vitals, cash flow, profitability and pricing, profiling for future profits; Maintaining against benchmarks; Financial strategy and marketing investments' strategic evaluation of advertising investments future forecasting and benchmarking; Strategic Aspects of Financing & Dividend Policies, Strategic Cost Management, Stock Refunding; Financial strategy and financial impact, optimizing variable cost expenses, forecasting outcomes, strategic management for customer delight.

➤ **Unit 4: Complex Investment Decisions**

- Area of complexity, project with different lives, investment timing and duration, adjusted net present value; Replacement of an existing asset, investment decision under capital rationing, application of real options in capital budgeting, Impact of inflation on capital budgeting decisions; Project planning and investment decision

➤ **Unit 5: Expansion and Financial Restructuring**

- Mergers and amalgamations – corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

➤ **Unit 6: Leasing & Venture capital**

- Meaning, importance, types, tax considerations, and accounting considerations; Evaluation of lease from the point of view of lessor and lessee and Lease versus buy decision; Venture capital concept and developments in India; Process and methods of financing, fiscal incentives.

Text Books

1. Allen, D.: An introduction to Strategic Financial Management, CIMA/Kogan page, London, 1997.
2. Chandra, P.: Financial Management, Tata McGraw Hill Delhi, 7th Edition.

Suggested Readings

1. Banerjee.B.: Financial Policy & Management Accounting, PHI, 7th Edition.
2. Pandey, I. M.: Financial Management, Vikash Publication, 11th Edition.
3. Khan, M. Y. and Jain, P. K.: Financial Management, Tata McGraw Hill, 6th Edition.

IC 626-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be familiarised with the conceptual and technical knowledge of security analysis and portfolio management

CO2: Students will know the usage of different tools and techniques of security analysis in portfolio and investment management

Course content

➤ Unit 1: Introduction

- Investment meaning, definitions, Investment v/s speculation, Speculation and Gambling, Investment process, Investment categories, Characteristics of investments, Objectives of investments, Types of investors, Hedging, Innovative financial instruments.

➤ Unit 2: Risk and Return

- Computation of return – Meaning and definition of risk – Types:(Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk-Business risk (Internal, External), Financial risk) – Minimising risk exposure; Risk measurement - Standard deviation – Meaning of Beta – Computation and interpretation – Use of beta in estimating returns.

➤ Unit 3: Fundamental Analysis

- EIC analysis, Economic analysis, tools for economic analysis, Industry analysis, standard industrial classification, tools for industry analysis, quantitative industry analysis, company analysis, tools for company analysis.

➤ Unit 4: Technical Analysis

- Charting tools, charts, line charts, line and volume charts, reversal patterns, continuation patterns, bar chart, candle stick chart, point and figure chart, Dow Theory, Elliot wave theory, tools of technical analysis, market structure, and market indicators.

➤ Unit 5: Efficient Market Hypothesis (EMH)

- Random Walk theory – Forms of EMH: Weak, Semi-strong and Strong – EMH and empirical findings – Implication of EMH on fundamental and technical analysis – Market inefficiencies.

➤ Unit 6: Portfolio Theories and Management

- Traditional and modern portfolio theories; single and multi-index models; Markowitz Model; Sharpe's Single Index Model; Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model (APT): Performance evaluation of portfolios; problems associated with revision of portfolio; Active and Passive portfolio management.
- **Unit 7: Portfolio Performance Evaluation and Revision**
 - Portfolio Performance Evaluation – Need – Meaning – Risk Adjusted Returns – Performance Evaluation Ratios – Sharpe's Ratio – Treynor's Ratio – Jensen Ratio–Portfolio Revision – Need for Revision – Meaning – Constraints – Portfolio Revision strategies – Formula Plans – Constant Rupee Value Plan – Constant Ratio Plan – Dollar Cost Averaging

Text Books

1. Kevin, S.: Security Analysis and Portfolio Management, PHI, 2nd Edition.
2. Chandra, P.: Investment Analysis and Portfolio Management, Tata McGraw Hill, 3rd Edition.

Suggested Readings

1. Fischer, D. E. and Jordan, R.J.: Security Analysis and Portfolio Management, Prentice Hall India, 4th Revised Edition
2. Bhalla, V. K.: Portfolio Analysis and Management, Sultan Chand & Sons, 2004.
3. Reilly, F. K. and Brown, K. C.: Investment Analysis and Portfolio Management, Thomson, 10th Edition.
4. Sharpe, W., Alexander, G. J. and Bailey, J. V.: Investments, Prentice Hall of India, 6th Edition.

IC 627-INTERNATIONAL FINANCE

(L-3 T-0 P-0 CR-3)

Course outcomes

CO1: Students will be familiarised with the basic concepts and practices of international finance

CO2: Students will be acquainted with the tools and methods of analysing aspects related to International Finance

Course content

- **Unit 1: An Overview of International Financial Management and BOP**
 - Meaning, Nature and scope of International Finance; International Financial Management – International Finance Vs Domestic Finance; Balance of payments – form and nature of BOP accounts, Equality and equilibrium; Coping with current account deficit
- **Unit 2: International Monetary and Financial System**
 - History of Monetary System—Gold standard, Gold exchange standard, Bretton woods system and Post Bretton woods system, IMF and the World Bank; European monetary system - Meaning and scope, recent developments; Currency Convertibility.

- **Unit 3: Parity Conditions in International Finance**
 - Purchasing Power Parity; Fisher effect; International; Fisher Effect; Interest Rate Parity; Unbiased Forward rate Theorem
- **Unit 4: Foreign Exchange and Derivatives Markets**
 - Foreign Exchange Market – Features, Participants, Cash, Spot and Forward Market; Currency Derivatives; Currency Futures Market, Currency Option Market, Currency swap
- **Unit 5: Foreign Exchange Risk Management**
 - Risk & Exposal of foreign exchange: translation, transaction and real operating exposure – their measurement and management; Hedging of risk
- **Unit 6: International Investment Decisions**
 - Foreign Direct Investment, International Capital Budgeting, International Portfolio Investment
- **Unit 7: International Financing Decisions**
 - International Financial Market and Instruments, Multinational Cost of Capital and Capital Structure, International Banking,
- **Unit 8: International Working Capital Management**
 - Financing Foreign Trade, Current Asset management, Financing Current Assets

Text Books

1. Apte, P.G.: International Financial Management, Text and Cases, Tata McGraw Hill, 6th Edition.
2. Jain, P. K. and Yadav, S. S.: International Financial Management, Macmillan Ltd, 2013.

Suggested Readings

1. Sharan, V.: International Financial Management, PHI, 6th Edition
2. Bhalla, V. K.: International Financial Management, Anmol publication, New Delhi, 2011.
3. Siddaiah, T.: International Financial Management, Pearson, 2010.
4. Avadhani, V.A.: International Finance: Theory and Practice, Himalaya Publishing House, Mumbai, 2013.
5. Shaprio, A. C.: Multinational Financial Management, Prentice Hall, New Delhi, 2003.

IC 634-MARKETING OF FINANCIAL SERVICES (L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be familiarised with the concepts of marketing in context of financial services

CO2: Students will be acquainted with the different market mix strategies for financial services and their importance for the business

Course content

- **Unit 1: Introduction to Marketing Environment**
 - Definition of Marketing; Marketing Concept; Stages in the adoption of Marketing Concept; Strategic Marketing Planning – Basics; Macro and Micro Environment; Strategic Marketing Process; Stages of Bank Planning Development

- **Unit 2: Understanding the Market**
 - Motivation and Consumer Behavior; Consumer Buying Process; Organizational Buying Behavior; Marketing Research, Using Marketing Research to Understand the Market, Marketing Research Process, MIS and Marketing Research; Market Segmentation and Positioning Strategies
- **Unit 3: Marketing Mix Strategy**
 - Marketing Strategy for Financial Services; Product Strategy; Product Management and New Product Development; Product Failures; Product Elimination; Pricing Strategy, Regulation and Pricing of Banking Services; Distribution Strategy, Intermediaries in Banking Industry; Promotion Strategy, Advertising and Sales Promotion, Strategies adopted by Banks for promotion of its Banking products and services
- **Unit 4: Customer Relationship Management**
 - Public Relations – Meaning and Need; Essence of maintaining relationship with Customer; Customer Services in Banks; Building, Maintaining and Sustaining the Financial Services Brand
- **Unit 5: Bank Marketing**
 - Organizing the Bank for Marketing, Implementing the Marketing Plan, Evaluation; Marketing at Branches; Marketing of Retail Products; Marketing for Corporate Clients; Bank Marketing in Rural Areas ; Future of Bank Marketing

Text Books

Bapat, D.: Marketing of Financial Services, John Wiley & Sons, 2013.

1. Pezzullo, M. A.: Marketing Financial Services; MacMillan, 1998.

IC 632-CREDIT AND RISK MANAGEMENT

(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be familiarised with the credit and risk management practices and procedures in banks

CO2: Students will be acquainted with the tools and techniques of risk management

Course content

- **Unit – 1: Introduction and basic concept of Risk and Credit Management**
 - Basel guidelines; Credit Risk; Market Risk; Operational Risk; Liquidity Risk
- **Unit – 2: Risk Management**
 - Risk concept, Risk in Banks; Risk Management Framework; Risk Identification; Risk Measurement ;Sensitivity, Basis Point Value, Duration, Downside Potential; Value at Risk, Back Testing, Stress Testing; Risk Monitoring and Control; Risk Reporting, CIBIL ;Market Risk identification, Measurement and management; Credit risk - rating methodology, risk weights, credit ratings, transition matrices, default probabilities, mitigants; Counterparty risk; Operational Risk Management; Current guidelines on risk management, Risk Based Capital Standards; Financial Distress Analysis.

➤ **Unit – 3: Credit Management**

- Types of credit (Term Lending, Working Capital Lending, Fund Based & Non-Fund Based Lending, Documentary Credit etc. Consortium finance, Multiple banking, Syndication of loans, Financing for Infrastructure); Principles of Credit Management; Credit Appraisal Techniques; Analyzing Financial Performance, Relationship between items in Balance Sheet and Profit and Loss Account : Trend Analysis, Comparative Statement, Common size Statement, Preparation of projected Financial Statements, Ratio analysis, Statement of Sources and Applications of Funds ;Cash Flow Analysis, Cash Budget; Structuring a Credit Proposal, Working Capital Concept and Management Appraisal techniques for different constituents; Technical and economic feasibility studies; Credit Rating ; Loan Documentation; Pre and Post sanction supervision; Credit Monitoring; Prudential Norms on Income Recognition, Asset Classification and Provisioning pertaining to Advances; Dealing with credit defaults (Negotiated Settlements, Corporate Debt restructuring, SARFAESI, Debt Recovery Tribunals, Legal Options, Write-off).

Text Book:

1. Suresh, P.: Management of Banking and Financial System, Pearson Education, 2nd Edition.
- 2.

Suggested Readings:

1. Vaidyanathan, K.: Credit Risk Management for Indian Banks, SAGE Publications, 1st Edition.
2. Bagchi, S. K.: Credit Risk Management, Jaico Publishing House, 3rd Edition.
3. Anolli, M., Beccalli, E. and Giordani, T.: Retail Credit Risk Management, Palgrave Macmillan, 1st Edition.

IC 633-PROJECT PLANNING AND CONTROL

(L-3 T-1 P-0 CR-4)

Course outcomes

CO1: Students will be familiarised with the concepts and techniques of project planning and control

CO2: Students will be acquainted with the processes and issues relating to project planning and control.

Course content

➤ **Unit 1: Introduction**

- Project – Meaning, Nature-, Types; Project Life Cycle; Project management – Concept, Nature and Scope; Role of project manager; Project management as a profession, Identification of Investment Opportunities; Project ideas generation and screening, project analysis; Project feasibility study; Project planning, Government Regulatory framework

➤ **Unit 2: Market and Demand Analysis**

- Analysis of the Situation and Objective Specification, Conduct of Market Survey, Sources of Information - Primary and secondary, Demand forecasting, Uncertainties in Demand Forecasting, Market Planning
- **Unit 3: Technical Analysis**
 - Manufacturing technology, Materials and Inputs, Product mix, Plant Capacity, Location and Layout, Selection of Plant and equipment, Project Charts and Layouts, Schedule of Project Implementation; Multiple Year Projections
- **Unit 4: Financial Analysis**
 - Cost of Project, Major cost components, Means of Finance, Profitability and Financial Projections: Cost of production, Break even Analysis, Projected Balance Sheet, Profit and Loss Account and Cash Flow Statement
- **Unit 5: Managerial Analysis**
 - Methods of appraisal under certainty, uncertainty and risk; Social Cost Benefit Analysis (SCBA); L&M approach & UNIDO approach; SCBA in India
- **Unit 6: Project Review and Implementation**
 - Evaluation of project, Problem of time and cost overrun, Project implementation, Project Review and Administrative aspects, Control of in-progress projects, Post-completion Audits

Text Books

1. Chandra, P.: Project Preparation, Appraisal and implementation, Tata McGraw Hill, Delhi, 7th Edition.

Suggested Readings

1. Chaudhary, S.: Project Management, Tata McGraw Hill, New Delhi, 31st Reprint 2008.
2. Little, I.M.D. and Mirrless, J.A.: Project Appraisal and Planning for Developing Countries, Heinemann Education Books, London, 1974.
3. IDBI: Manual of Industrial Project Analysis in Developing Countries.
4. O.E.C.D. (i) Manual for Preparation of Industrial Feasibility Studies (ii) Guide to Practical Project Appraisal.
5. Pitale, R.L.: Project Appraisal Techniques, Oxford and IBH, 1982.
6. Planning Commission: Mutual for Preparation of Feasibility Report.
