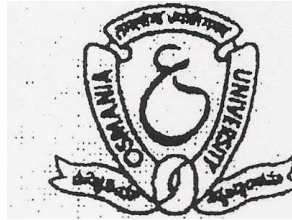


## **M.COM (CBCS)**

# SYLLABUS

*(w.e.f. 2013-'14)*



FACULTY OF COMMERCE  
OSMANIA UNIVERSITY  
HYDERABAD- 500 007 A.P

*2013*

**M.COM. COURSE STRUCTURE  
(CHOICE BASED CREDIT SYSTEM)**

*( w.e.f. 2013-'14)*

**FIRST SEMESTER**

Code	Name of the Paper	SOI	Credits	Exam Hrs	Sem Exam	IA	Total
Com 101	Accounting Standards & Reporting	5	5	3	80	20	100
Com 102	Managerial Economics	5	5	3	80	20	100
Com 103	Principles of Marketing	5	5	3	80	20	100
Com 104	Financial Management	5	5	3	80	20	100
Com 105	Organization Theory & Behaviour	5	5	3	80	20	100
	<b>Total</b>	<b>25</b>	<b>25</b>				

**SECOND SEMESTER**

Com 201	Advanced Managerial Accounting	5	5	3	80	20	100
Com 202	Business Environment & Policy	5	5	3	80	20	100
Com 203	Marketing Management	5	5	3	80	20	100
Com 204	Investment Management	5	5	3	80	20	100
Com 205	Human Resource Management	5	5	3	80	20	100
	<b>Total</b>	<b>25</b>	<b>25</b>				

**THIRD SEMESTER**

Com 301	Research Methodology & Statistical Analysis	5	5	3	80	20	100
Com 302	Cost Accounting & Control	5	5	3	80	20	100
Com 303	Specialization Paper-I	5	5	3	80	20	100
Com 304	Specialization Paper-II	5	5	3	80	20	100
Com 305	E-Commerce	5(3T +2P)	5	3	56	14 IA 30 LB	100
	Seminar	2	1		15W	10PR	25
	<b>Total</b>	<b>26</b>	<b>25</b>				

**FOURTH SEMESTER**

Com 401	Quantitative Techniques for Business Decisions	5	5	3	80	20	100
Com 402	Tax Planning	5	5	3	80	20	100
Com 403	Specialization Paper-I	5	5	3	80	20	100
Com 404	Specialization Paper-II	5	5	3	80	20	100
ID 405	A) Indian Economy OR OR B) Managerial Communication	4	4	3	80	20	100
	PROJECT WORK*	10	5		60D	40VV	100
	Seminar	2	1		15W	10PR	25
	<b>Total</b>	<b>36</b>	<b>30</b>				
	<b>GRAND TOTAL</b>	<b>112</b>	<b>105</b>				

**Notation:**

ID–Inter Disciplinary; Com–Commerce; W-Write-up (4-5 Pages); PR – Presentation; IA – Internal assessment; D–Dissertation (50-75 Pages); VV – Viva-Voce; LB – Lab Practical Exam. \* - “Project Work – Guidelines” for details, SOI – Standard of Instruction.

**Notes:**

- i) Teachers are advised to handle/analyze at least 3 or 4 cases in the subject in the classroom on any topics outlined wherever feasible.
- ii) O, A, B, C, D, E and F grades are awarded on the basis of marks secured as per the directive given by the University.
- iii) For each paper there will be semester examination for 80 marks and 20 marks for internal assessment [15 marks for tests (average of the two tests) and 5 marks for assignment in the subject].
- iv) In paper 305 theory examination is for 56 marks, Internal Assessment is for 14 marks and Computer Lab Practical examinations is for 30 marks.
- v) Students should opt one Inter Disciplinary paper in IV Semester out of two.

**SPECIALIZATION****FINANCE**

Code	Name of the Paper	Exam Hrs	Sem Exam	IA
FIN/INB 303	International Financial Management	3	80	20
FIN 304	Securities Analysis & Portfolio Management	3	80	20
FIN 403	Financial Services	3	80	20
FIN/404	Financial Derivatives	3	80	20

**ACCOUNTING**

ACC 303	Advanced Corporate Accounting	3	80	20
ACC 304	Financial Statement Analysis	3	80	20
ACC 403	Advanced Cost Accounting and Control	3	80	20
ACC 404	Mergers and Acquisitions	3	80	20

**MARKETING**

MKG 303	Services & Retail Markets	3	80	20
MKG 304	Consumer Behavior and Marketing Research	3	80	20
MKG 403	Supply Chain Management & C R M	3	80	20
MKG/INB 404	International Marketing	3	80	20

**TAXATION**

TAX 303	Direct Taxes	3	80	20
TAX 304	Indirect Taxes	3	80	20
TAX 403	Business and Corporate Taxation	3	80	20
FIN/TAX/ ACC 404	International Taxation	3	80	20

**INTERNATIONAL BUSINESS**

INB 303	International Financial Management	3	80	20
INB 304	International Trade – Theory and Practice:	3	80	20
INB 403	International Business Environment	3	80	20
MKG/INB 404	International Marketing	3	80	20

**INSURANCE**

INS 303	Principles and Practices of Life and Health Insurance	3	80	20
INS 304	Principles and Practice of General Insurance	3	80	20
INS 403	Insurance: Actuarial Sciences	3	80	20
INS 404	Retirement Planning	3	80	20

**SEMESTER-I**  
**ACCOUNTING STANDARDS AND REPORTING**

PAPER CODE: COM 101  
PPW: 5

MAX. MARKS: 80+20 IA  
EXAM DURATION: 3 HRS

*OBJECTIVE: to familiarize and acquaint the student with accounting standards and various financial reporting practices.*

**UNIT-I: INTRODUCTION:**

**Accounting:** Concept – Evolution – Accounting as Information System – Users of Accounting Information – Accounting Environment.

**Accounting Theory:** Concept – Role – Classification – Approaches – Accounting Principles.

**UNIT-II: ACCOUNTING STANDARDS IN INDIA - I:**

**Accounting Standards Framework:** Concept – Importance - Types – Difficulties – Enforcement – Accounting Standards Board in India.

**Accounting Standards Overview (AS-1 to AS-10):** AS-1: Disclosure of accounting policies – AS-2: Valuation of inventories – AS-3: Cash flow statement – AS-4: Contingencies and events occurring after balance sheet date – AS-5: Net profit or loss for the period, prior period items and changes in accounting policies – AS-6: Depreciation Accounting – AS-7: Construction Contracts – AS-9: Revenue Recognition – AS 10: Accounting for Fixed assets.

**UNIT-III: ACCOUNTING STANDARDS IN INDIA - II:**

**Accounting Standards Overview (AS11 to AS-20):** AS-11: The effects of changes in foreign exchange rates- AS-12: Accounting for government grants – AS-13: Accounting for investments – AS-14: Accounting for amalgamations – AS-15: Employee benefits – AS-16: Borrowing costs – AS-17: Segment reporting – AS-18: Related party disclosures – AS-19: Leases – AS-20: Earning per share.

**Accounting Standards Overview (AS-21 to AS-32):** AS-21: Consolidated financial statements – AS-22: Accounting for taxes on income – AS-23: Accounting for investments in associates in consolidated financial statements – AS-24: Discontinuing operations – AS-25: Interim Financial Reporting – AS-26: Intangible assets – AS-27: Financial reporting of interests in joint ventures – AS-28: Impairment of assets – AS-29: Provisions, Contingent liabilities and contingent assets; AS-30: Financial Instruments: Recognition and Measurement; AS-31: Financial Instruments: Presentation – AS-32: Financial Instruments: Disclosures.

**UNIT-IV: INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS):**

**Uniform Global Financial Reporting:** Need – Differences between IAS, Indian GAAP and US GAAP – Translation of Indian GAAP Statements in to US GAAP and IFRS – International Accounting Standards Board. **IFRS:** Meaning – An overview of IFRS – Convergence with IFRS – Benefits of Convergence – Challenges of Convergence – Role of ASB in post convergence Scenario.

**UNIT-V: FINANCIAL REPORTING:**

**Developments on Financial Reporting Objectives:** True blood Report (USA), Corporate Report (UK), Stamp Report (Canada).

**Financial Reporting:** General Purpose – Qualities – Significance of Corporate Annual Reports – Recent Trends in Corporate Reporting in India.

**SUGGESTED READINGS:**

1. Jawaharlal “Accounting Theory and Practice” Himalaya Publishing Company;
  2. Rawat D.S. “Accounting Standards” Taxmann Allied Services Private Limited;
  3. Kamal Garg “IFRS Concepts and Applications” Bharat Law House Pvt. Limited;
  4. Ghosh T.P. “IFRSs For Finance Executives”, Taxmann Allied Services Private Limited;
  5. Porwal L.S. “ Accounting Theory” TataMcGraw-hill Publishing Company;
  6. Jain S.P. & Narang K.L: Accounting Theory & Management Accounting, Kalyani.
- JOURNALS:** 1. Chartered Accountant, ICAI; 2. Management Accountant, ICAI;
- NEWS PAPERS:** 1. Business Line, 3. Economic Times.

**MANAGERIAL ECONOMICS**

PAPER CODE: COM 102  
PPW: 5

MAX. MARKS: 80+20IA  
EXAM DURATION: 3 HRS

**OBJECTIVE:** *to impart conceptual and practical knowledge of managerial economics.*

**Unit-I: NATURE AND SCOPE OF MANAGERIAL ECONOMICS:**

Meaning of Managerial Economics - Managerial Economics and Economic Theory - Managerial Economics and Decision Sciences - Nature of managerial decision making - Types of business decisions - Managerial decision making process - Firm-meaning-Objectives - Nature of profits (economic vs. accounting profit) Optimization-functions-slope of functions-optimization techniques- Concept of derivative - Simple rules of derivation - Application of derivatives to optimization problems—Role of marginal analysis in decision making - Total, average and marginal relationship (including problems).

**Unit-II: DEMAND ANALYSIS:**

Demand Theory and Analysis – Individual demand and Market demand – Factors determining demand – Elasticity of demand – Price Elasticity - Income Elasticity – Cross Elasticity – Elasticity and Decision – making (including problems). Demand estimation and demand forecasting: Meaning, significance and methods (Theory only).

**Unit-III: PRODUCTION ANALYSIS:**

Meaning of Production function – Cobb Douglas Production Function – Production with one variable input – Law of Diminishing marginal returns – Optimal employment to a factor of production. Production with two variable inputs – Production iso-quant – Production iso-cost – Optimal employment of two inputs – Expansion path – Returns to scale and economies of scope (including problems).

**Unit IV: COST ANALYSIS:**

Concepts of cost – Short run cost functions finding minimum average variable cost through equations – Long run cost function – Linear and non - linear break - even analysis. Profit contribution analysis (including problems).

**Unit V: MARKET STRUCTURE:**

Perfect and Imperfect market condition – Perfect competition – Characteristics – Equilibrium price – Profit maximization, (in short run and long run) – Shut down decision – Monopoly: characteristics,– Profit Maximization in short run and long run, Allocative inefficiency, Income Transfer and Rent seeking. Monopolistic competition: Characteristics – Profit Maximization – Price and output determination in the short run and long run, Oligopoly: Characteristics – Price Rigidity – Kinked demand model (including problems).

**SUGGESTED READINGS:**

1. Petersen and Lewis : Managerial Economics, 4/e, Pearson/PHI, 2002.
2. Managerial Economics, Ahuja. H.L, S. Chand, New Delhi.
3. M.L. Trivedi: Managerial Economics, Tata Mc-Graw Hill, New Delhi 2004.

**PRINCIPLES OF MARKETING**

PAPER CODE: COM 103  
PPW: 5

MAX. MARKS: 80+20 IA  
EXAM DURATION: 3 HRS

OBJECTIVE: *To familiarize the students with the concepts and principles of Marketing.*

**UNIT-I: INTRODUCTION:**

Meaning and Definition of Marketing - Scope of Marketing - Evolution of Marketing Concepts - Production Concept - Product Concept - Marketing Myopia - Selling Concept - Marketing Concept - Societal Marketing Concept - Objectives of Marketing - Role of Marketing in Economic Development - Rural Marketing - Rural Markets Vs Urban Markets - Marketing Management Tasks - Marketing Mix-- Direct Marketing - Online Marketing - Marketing Challenges and Opportunities – Marketing of Services.

**UNIT-II: MARKETING ENVIRONMENT:**

Micro Environment (Company-Suppliers-Marketing Intermediaries- Customers- Competitors-Publics) - Macro Environment (Demographic-Economic-Natural- Technological-Political-Legal (Consumer Protection Act 1986) and Regulatory Cultural-Social) - International Marketing- GATT & WTO.

**UNIT-III: MARKET SEGMENTATION:**

Concept of Target Market - Diffused Market - Concentrated Market - Clustered Market - Market Segmentation: Concept - Bases-Benefits-Requirements for Effective Segmentation - Market Segmentation Analysis for Consumer and Service - Product Positioning: Concepts – Bases.

**UNIT- IV: CONSUMER BEHAVIOUR:**

Consumer Behavior - Nature-Scope-Importance - Factors influencing Consumer Behavior - Economic - psychological-Cultural-Social and Personal - Models of Consumer Behavior - Marshallian-Maslow Freudian-Howard-Sheth - Steps in consumer Decision Process - Post Purchase Behavior - Cognitive Dissonance - Organizational Buyer - Industrial Markets-Reseller Market-Government Market. Characteristics of Organizational Buyer - Organizational Buying Process - Organizational Buyer Vs Consumer Behavior.

**UNIT-V: MARKETING PLANNING AND STRATEGY:**

Corporate Strategic Planning - Vision-Mission – Strategic Business Units – Planning new businesses - Business Strategic Planning - SWOT Analysis - Goal Formulation-Strategy Formulation-Program Formulation – Implementation - Feedback and Control - Marketing Process - Nature and Contents of a Marketing Plan – marketing control - Annual Plan Control – Profitability Control – Efficiency Control – Strategic Control.

**SUGGESTED READINGS:**

1. Philip Kotler: Marketing Management, PHI
  2. Stanton WJ: Fundamental of Marketing,
  3. Jain: Marketing Planning and Strategy, 7e,
  4. Czinkota & Kotabe: Marketing Management,
  5. Ramaswamy &. Namakumari: Marketing Management
  6. Rajan Saxena: Marketing Management
  7. Blackwell: Consumer Behaviour, 10e,
  8. Schiffman: Consumer Behavior, 9e PHI
  9. Assael: Consumer Behaviour: 6e, Thomson.
- Business India, Business World, Economic Times.

**FINANCIAL MANAGEMENT**

PAPER CODE: COM 104  
PPW: 5

MAX.MARKS: 80+20 IA  
EXAM DURATION: 3 HRS

**OBJECTIVE:** *to introduce the subject of Financial Management; and to acquaint the student with various techniques of Financial Management.*

**UNIT-I: INTRODUCTION:**

**Financial Management:** Meaning- Evolution – Organization of Finance Function – Financial Decisions – Goals of Financial Management – Agency Problem – Changing Role of Finance Manager (Theory).

**Time value of money:** Meaning – Rationale of Time Preference for Money – Future Value – Present Value (Including Problems).

**UNIT-II: CAPITAL BUDGETING:**

**Capital Budgeting:** Meaning – Importance – Process – Kinds of Decisions – Cash Flow Estimation – Techniques of Capital Budgeting – Traditional Techniques: Payback Period – Accounting / Average Rate of Return – Discounted Techniques – Discounted Payback Period – Net Present Value – Internal Rate of Return – Profitability Index – NPV Vs. IRR – Capital Rationing (Including Problems).

**Risk Analysis in Capital Budgeting Decisions:** Sources and Perspectives of Risk – Traditional Tools – Payback Period – Risk Adjusted Discount Rate – Certainty Equivalent Coefficient of Variation – and Decision Tree Analysis (Including Problems).

**UNIT-III: WORKING CAPITAL MANAGEMENT:**

**Working Capital:** Meaning – kinds – Determinants – Sources and Levels – Estimation of Working Capital Requirements (Including Problems).

**Cash Management:** Nature of Cash – Motives of Holding Cash – Objectives of Cash Management – Factors Determining Cash Need – Cash Cycle – Facets of Cash Management –Cash Forecasting and Budgeting – Management of Cash Flows – Determination of Optimum Cash Balance (Including Problems).

**Accounts Receivable Management:** Meaning – Objectives – Cost Benefit Analysis – Credit Standards – Credit Terms – Collection of Receivables (Including Problems).

**Inventory Management:** Meaning – Components of Inventory – Motives of Holding Inventory – Objectives of Inventory Management – Tools and Techniques of Inventory Control (Including Problems).

**UNIT-IV: FINANCING DECISIONS:**

**Cost of Capital:** Meaning – Significance – Classification of Costs – Computation of Specific Cost of Capital – Cost of Debt – Cost of Preference Share Capital – Cost of Equity Share Capital and Cost of Retained Earnings – Computation of weighted Average and Marginal Cost of Capital (Including Problems).

**Leverages:** Meaning – Types – EBIT-EPS Analysis – Degree of Operating Leverage – Degree of Financial Leverage – Degree of Combined Leverage – Indifference Point (Including Problems).

**Capital Structure:** Meaning – Determinants – Theories – Net Income Approach – Net Operating Income Approach – Traditional Approach – MM Approach (Including Problems).

**UNIT-V: DIVIDEND DECISIONS:**

**Dividend Policy:** Meaning – Types of Dividend Policies – Factors Influencing Dividend Policy – Forms of Dividends (Theory).

**Dividend Theories:** Relevance Theories – Walter's Model – Gordon's Model – Irrelevance Theory – MM Hypothesis (Including Problems).



**SUGGESTED READINGS:**

1. Prasanna Chandra: Financial management, TMH
2. Erhardt & Brigham: Corporate Finance: A Focused Approach, Thomson
3. Eugene Brigham & Erhardt: Fundamental of Financial Management, Thomson
4. Khan M. Y. & Jain PK: Financial management, TMH
5. Kulkarni P. V.: Financial Management, Himalaya
6. Lasher: Practical Financial Management, Thomson
7. Pandey I. M.: Financial Management, Vikas
8. Rustagi, R. P. Financial Management, Sultan Chand
9. Shashi K. Gupta and R. K. Sharma: Financial Management, Kalyani Publishers
10. Solemen Ezra & Pringle John J: An Introduction to Financial Management, Prentice Hall
11. Srivatsava R. M.: Essential of Business Finances, Himalaya
12. Sudarsan Reddy G: Financial Management, Himalaya
13. Van Horn, James C: Financial Management, Prentice Hall.

## ORGANISATION THEORY AND BEHAVIOUR

PAPER CODE: COM 105

MAX.MARKS: 80+20IA

PPW: 5

EXAM DURATION: 3 HRS

OBJECTIVE: *to familiarize the students with the concepts and dimensions of Organization Theory.*

### UNIT-I: INTRODUCTION:

**Organization:** Definition – Organisation Theories: Classical Theory- Features – limitations. Neoclassical Theory – features – limitations. Contemporary Organisation Theory – features- limitations. Systems Approach – Contingency Approach.

**Organisational Behaviour (OB):** Features – Scope – Fundamentals Concepts of OB – Challenges and Career Development for OB – Contributing disciplines to the OB.

### UNIT-II: UNDERSTANDING INDIVIDUAL AND GROUP BEHAVIOUR:

**Individual Behaviour:** Personality Determinants – Big five Personality factors – Learning Theories. The Perceptual Process – Factors influencing perception – Internal & External; Attitudes and Behaviour-Attitude Formation and Attitude Change.

**Group Behaviour:** Fundamentals of Groups – Stages of Development- Important Factors influencing Team Effectiveness – Cohesiveness – Norms – Decision Making.

### UNIT- UNIT-III: MOTIVATION, MORALE AND CULTURE:

**Motivation:** Theories of Motivation – Motivational Processes - Content Theories (Maslow, Herzberg, McClelland) – Process Theories (Adam, Victor, Vroom and Lawler and Porter) – Learning and Reinforcement Theory.

**Morale:** Factors influencing Morale.

**Organisational Culture:** Concepts – Forming a Culture – Sustaining a Culture – Changing a Culture.

### UNIT-IV: ORGANISATIONAL POWER & POLITICS - CONFLICT - COMMUNICATION:

**Power and Politics:** Power Bases – Dependency – Individual Versus Organisational Power – Political process in Organisation – Factors contributing – Techniques of Organisational Politics – Managing Political Behaviour.

**Conflict:** Transition in Conflict Thought – Functional and Dysfunctional Conflict – Process of Conflict – Managing Conflict.

**Communication:** Significance – Process – Formal and Informal Communication – Barriers to communication – Improving Communication Skills – The Human Impact of Computer – Mediated Communication.

### UNIT-V: LEADERSHIP AND CHANGE:

**Leadership:** Introduction – Leadership and Management – Leadership Styles.

**Theories of Leadership:** Traits – Behavioral Model (Managerial Grid) – Contingency (Feilder, Path goal, Tri-dimensional – Inspirational approaches.

**Change:** Challenges contributing to Change – Types of Change Approaches – Contemporary Issues in Change.

### SUGGESTED READINGS:

1.Robins P.Stephen & Judge: Organizational Behavior, 12/e PHI, New Delhi; 2.Greenberg and Baron: Behaviour in Organisation; 3.Daft: Organisation Theory and Design, Thomson; 4.Fred Luthans: Organizational Behavior, Me Graw Hill, New Delhi; 5.Nelson: Organisational Behaviour, 3e, Thomson; 6.Aswhathappa: Organizational Behavior, Himalaya Publisher; 7.Jones G R :Organizational Theory, Pearson Education, New Delhi; 8.Shashi Gupta & Rosy: Organisation Behaviour—Kalyani Publication; 9.Hellriegel: Organisational Behaviour, 10e, Thomson; 10.Sharma VVS: Organisational Behaviour, Jaico Publication.

**SEMESTER-II****ADVANCED MANAGERIAL ACCOUNTING**

PAPER CODE: COM 201

MAX. MARKS: 80+20 IA

PPW: 5

EXAM DURATION: 3 HRS

OBJECTIVE: *to familiarize and acquaint the student with application of advanced managerial accounting techniques.*

**UNIT-I: FINANCIAL STATEMENT ANALYSIS:**

**Financial Statements:** Meaning – Objectives – Types – Uses – Limitations.

**Financial Statements Analysis:** Meaning – Objectives – Techniques – Uses – Limitations.

**Ratio Analysis:** Meaning – Types – Du Pont Analysis (Including Problems).

**Funds Flow Analysis:** Meaning – Preparation of Funds Flow Statement – Cash Flow Analysis: Meaning – Preparation of Cash Flow Statement as per Accounting Standard No.3 (Including Problems).

**UNIT-II: HUMAN RESOURCE ACCOUNTING AND RESPONSIBILITY ACCOUNTING:**

**Human Resources Accounting:** Concept – Objectives – Approaches – Limitations (Theory only).

**Responsibility Accounting:** Concept – Steps – Responsibility Centre – Types of Responsibility Centres – Preparation of Responsibility accounting reports (Including Problems).

**UNIT-III: INFLATION ACCOUNTING AND INCOME MEASUREMENT:**

**Inflation Accounting:** Concept – Limitations of historical cost based financial statements – Methods of Inflation Accounting: Current Purchasing Power Method – Current Cost Accounting Method (Including Problems).

**Income Measurement:** Income Concepts - Measurement and Reporting of Revenues, Expenses, Gains and Losses (Theory only) – Analysis of Changes in Gross Profit (Including Problems).

**UNIT-IV: FINANCIAL MEASURES OF PERFORMANCE:**

**Financial Measures of Performance:** Introduction – Return On Investment (ROI): Concept – Uses and Limitations – Economic Value Added (EVA): Concept – Significance of EVA – Measurement of EVA (Theory only).

**Balanced Score Card (BSC):** Concept – Objectives – Perspectives of BSC - Multiple Scorecard Measures to a Single Strategy (Theory Only).

**UNIT V: MANAGERIAL DECISION MAKING:**

**Introduction:** Cost concepts for decision making – Marginal Costing and Decision Making.

**Pricing decisions:** Normal price - Minimum price – Depression price - Special price.

**Product decisions:** Profit planning - Level of Activity - Dropping a product line - Introducing a new product line - Product/Sales mix decisions - Make or Buy decisions - Key/Limiting Factors (Including Problems).

**SUGGESTED READINGS:**

1)Sharma RK & Shashi K. Gupta: Management Accounting- Principles & Practice, Kalyani Publishers; 2)Jawaharlal: Accounting Theory & Practice, Himalya; 3)Gupta S.P. : Management Accounting, Sahitya Bhavan; 4)Jain S.P & Narang K.L: Accounting Theory & Management Accounting, Kalyani; 5)Robert S. Kaplan & Anthony A. Atkinson: Advanced Management Accounting, Prentice-Hall; 6)Rawat D.S: Accounting Standards, Taxmann; 7)Rustagi R.P: Management Accounting, Galgotia; 8)Ghosh T.P: Accounting Standards and Corporate Accounting Practices, Taxmann; 9)Ronald W. Hilton: Managerial Accounting, TMH; 10)Belverd E.Needles, Jr: Financial Accounting, Houghton Mifflin Company, USA.

**JOURNALS & NEWS PAPERS: 1) Journals:** Chartered Accountant, ICAI; Management Accountant, ICAI. 2) **New Papers:** Business Line; Economic Times.

**BUSINESS ENVIRONMENT AND POLICY**

PAPER CODE: COM 202

MAX. MARKS: 80+20 IA

PPW: 5

EXAM DURATION: 3 HRS

OBJECTIVE: *to familiarize and acquaint the students with the knowledge of business environment and latest development in business environment*

**UNIT - I: INTRODUCTION:**

**Business environment:** micro-environment - macro environment – environmental scanning.

**Policy environment:** Industrial Policy - Industrial Policy Resolution 1956 – New Industrial Policy 1991 – Fiscal policy – Monetary policy.

**UNIT - II: LIBERALIZATION AND GLOBALIZATION:**

**New economic policy:** economic reforms - liberalization.

**Globalization:** meaning - stages - factors facilitating and impeding globalization in India - consequences of globalization for India.

**UNIT - III: PUBLIC SECTOR AND PRIVATIZATION:**

**Public sector:** changing role of public sector - relevance of public sector – public Sector reforms.

**Privatization:** concepts – nature – objectives – forms - regulatory framework with reference to insurance, power and telecom sectors.

**UNIT - IV: FOREIGN CAPITAL:**

**Foreign direct investment:** policy - trends - problems - consequences – FEMA- objectives - provisions - multinational corporations - entry strategies - role - growth – problems - consequences.

**Mergers and acquisitions:** reasons - trends - advantages and disadvantages - competition law.

**UNIT - V: WTO AND TRADE POLICY:**

**WTO agreements** - Agreement on Agriculture (AOA) - Multi-fibre Agreement (MFA) - Trade Related Intellectual Property Rights (TRIPS) - Trade Related Investment Measures (TRIMS) - General Agreement on Trade in Services (GATS) - Barriers to trade.

**Trade policy changes consequent to WTO** - Recent EXIM policy - Consequences of WTO for India.

**SUGGESTED READINGS:****Books:**

1. Francis Cherunilam: Global Economy and Business Environment – Himalaya
2. Francis Cherunilam: Business Environment - Text and Cases - Himalaya
3. S.K.Misra & V.K.Puri: Economic Environment of Business - Himalaya
4. Prof. Laxmi Narain: Globalization – Liberalization and Privatization of Public enterprises – Sultan Chand & Co.
5. S.K.Misra & V.K.Puri: Indian Economy - Himalaya
6. Aswathappa: Business Environment - Himalaya
7. Dutt and Sundharam: Indian Economy
8. Ray: Indian Economy, PHI

**Reports:**

1. World Development Report;
2. Human Development Report;
3. India Development Report;
4. Pre-budget economic survey.

**Periodicals:**

Economic and Political weekly; Business India; Business World; Business Today; Finance India; Business Standard.

## MARKETING MANAGEMENT

PAPER CODE: COM 203  
PPW: 5

MAX. MARKS: 80+20 IA  
EXAM. DURATION: 3 HOURS

*OBJECTIVE: to familiarize the students with the management of marketing functions, components of information system and marketing research process.*

### **UNIT-I: PRODUCT MANAGEMENT:**

Concept of Product - Classification of Products - Product Levels- Product Mix - Product Mix Decisions - New Product – New Product Development Stages – Reasons for New Product Failure - Product Life Cycle Stages and Marketing Implications - Branding - Packaging & Labeling.

### **UNIT-II: PRICE MANAGEMENT:**

Pricing – Objectives of Pricing – Role of Price in Marketing Mix – Factors Influencing Price – Pricing under different competitive conditions – New Product Pricing - Skimming and Penetration Pricing – Pricing Methods – Cost based – Demand based – Competition based– Product line Pricing – Pricing strategies.

### **UNIT-III: PROMOTION MANAGEMENT:**

Promotion – Significance – Promotion Mix – Advertising – Objectives – Media – Media selection – Budget - Types of Advertising – Advertising Effectiveness, Personal Selling – Nature – Steps in Personal Selling. Sales Promotion – Objectives – Tools. Public Relations – Direct Marketing – Forms of Direct Marketing.

### **UNIT-IV: CHANNEL MANAGEMENT & RETAILING:**

Marketing Channels: Nature – Channel Levels - Channel Structure &. Participants – Functions Marketing Intermediaries - Channel Design Decisions - Channel Conflict and Resolutions - Online Marketing - Online Marketing Channels – objectives – Merits – demerits –Retailing: Meaning – Significance – Emerging trends – forms of retailing – formats of retail stores.

### **UNIT-V: MARKETING INFORMATION SYSTEM AND MARKETING RESEARCH:**

Concept of MKIS - Components of a Marketing Information System - Internal Records System-Marketing Intelligence System-Marketing Research System-Marketing Decision Support System - Marketing Research Process - Marketing Research Vs MKIS - Marketing Research in India.

### **SUGGESTED READINGS:**

1. Philip Kotler: Principles of Marketing, PHI
2. Ramaswamy &. Namakumari: Marketing Management
3. Jain: Marketing Planning and Strategy,
4. Gandhi IC : Marketing Management
5. Me Carthy EJ &. OtheIS: Basic Marketing
6. Rosenbloom: marketing Channels
7. Majare: The Essence of Marketing
8. Ian Chasten: New Marketing Strategies
9. Rajan Saxena: Marketing Management.

## INVESTMENT MANAGEMENT

PAPER CODE: COM 204

MAX. MARKS: 80+20 IA

PPW: 5

EXAM. DURATION: 3 HOURS

OBJECTIVE: *To familiarize the student with the principles and practice of Investment Management and acquaint the students with the functioning of the Indian Capital Market.*

**UNIT-I : INTRODUCTION:**

**Investment:** Meaning – Characteristics – Importance – Objectives – Factors of Sound Investment – Investment Environment – Investment Media – Principles of Investment – Speculation – Gambling – Investment Process (Theory).

**Financial Assets:** Meaning – Classification – Shares – Debentures – Bonds – Innovative Financial Assets- Properties of Financial Assets (Theory).

**UNIT-II: INDIAN CAPITAL MARKETS - AN OVERVIEW:**

**Primary Market:** Meaning – Growth and Development – Role of NIM – Methods of Issues – Parties Involved – Allotment Process – Investor Protection – Recent Trends (Theory).

**Secondary Market:** Meaning – History – Functions – Regulatory Framework – Listing and Delisting of Securities – Trading Procedure – Stock Exchanges in India – Growth of Stock Exchanges in India – SEBI – Its Functions and Role (Theory).

**UNIT-III: RISK AND RETURN ANALYSIS:**

**Return:** Meaning – Holding Period Return – Equivalent Annual Return – Expected Value of Return – Measuring Returns from Historical Data – Measuring Average Returns over Multiple Period – Arithmetic Average – Geometric Average – Rupee Weighted Average Return (Including Problems).

**Risk:** Meaning – Sources of Risk – Market Risk – Interest Risk – Interest Rate Risk – Purchasing Power Risk – Business Risk – Financial Risk – Types of Risk – Systematic Risk – Unsystematic Risk – Risk Aversion and Risk Premium – Measurement of Risk – Range as a Measure of Risk – Standard Deviation as a Measure of Risk –  $\beta$  as a Measure of Risk (Including Problems).

**UNIT-IV: PORTFOLIO ANALYSIS:**

**Portfolio Analysis:** Meaning – Traditional Vs Modern Portfolio Analysis – Return on Portfolio – Risk on Portfolio – Diversification of Investments – Reduction of Portfolio Risk through Diversification – Security Returns Perfectly Positively Correlated – Security Returns Perfectly Negatively Correlated – Security Returns Uncorrelated (Including Problems)

**Markowitz Model:** Assumptions – Parameters – Effect of Combining Two Securities – Interactive Risk Through Covariance – Coefficient of Correlation – Change in Portfolio Proportions – Concept of Dominance – Limitations of Markowitz Model (Including Problems).

**UNIT-V: PORTFOLIO SELECTION:**

**Portfolio Selection:** Meaning – Feasible Set of Portfolios – Efficient Set of Portfolios Selection of Optimal Portfolios (Including problems).

**Sharpe Single Index Model:** Measuring Security Return and Risk – Measuring Portfolio Return and Risk – Multi Index Model (Including Problems).

**SUGGESTED READINGS:** 1.Agarwal: A Guide to Indian Capital Market, New Delhi; 2.Avadhani, V.A: Indian Capital Markets, Himalaya; 3.Mayo: Investments, 7e Thomson; 4.Bhalla, V.K: Investment Management. S. Chand & Co.; 5.Reilly: Investment Analysis and Portfolio Management, Thomson; 6. Kevin, S: Security Analysis Portfolio Management, PHI; 7.Fabozzi, Frank J: Investment Management, Prentice Hall; 8.Fischer, Donald, E. and Ronald, J.Jordan: Security Analysis & Portfolio Management, PHI; 9.Strong: Portfolio Construction and Management, PHI; 10.Sharpe et al: Investments, PHI; 11.Machi Raju, H.R: Working of Stock Exchanges in India: Wiley Eastern Ltd; 12.Preeti Singh: Investment Management, Himalaya; 13.Sulochana, M: Depository System - Problems & Prospects, Kalyani.;14.Sulochana, M: Investment Management, Kalyani; 15.Shashi K. Gupta and Rosy Joshi: Security Analysis and Portfolio Management, Kalyani; 16.Gnagadhar V. And G. Ramesh Babu: Investment Management, Anmol.

**HUMAN RESOURCE MANAGEMENT**

PAPER CODE: COM 205

MAX.MARKS: 80 +20 IA

PPW: 5

EXAM DURATION: 3 HRS.

OBJECTIVE: *to understand various facets of human resource management & comprehend emerging developments in HRM.*

**UNIT-I: INTRODUCTION:**

**Human Resources Management (HRM):** Concepts – Significance – Objectives – Scope – Functions - Changing role of Human Resource Manager – HRM Policies - Impact of Environment on HRM.

**Human Resource Development (HRD):** Concept - Scope - Objectives- Brief introduction of Techniques of HRD.

**UNIT-II: ACQUISITION OF HUMAN RESOURCE:**

**Job Design** - Approaches - Job Rotation - Job Enlargement - Job Enrichment - Job Bandwidth - Job Analysis: Concepts - Objectives - Components (Job Description and Job Specification) - Methods of Job Analysis.

**Human Resource Planning:** Concept - Objectives - Factors affecting HR planning - Process of HR Planning - Problems in HR Planning.

**Recruitment:** Objectives - Sources of recruitment – Selection: Concept – Selection - Procedure – Tests and Interview - Placement - Induction - Promotion - Transfer.

**UNIT-III: DEVELOPING AND MOTIVATING HUMAN RESOURCE:**

**Training** - Assessing training needs - Methods and Evaluation of Training.

**Development:** Techniques of Management Development – Evaluating Effectiveness.

**Performance Management:** Concept - Performance Appraisal - Concept- - Traditional and Modern Methods of Appraisal – Concepts of Potential Appraisal, Assessment Centers and Career Planning and Development.

**Concept of Empowerment** – Participative Management: Objectives – Types – Quality Circles – Brief Introduction to forms of Workers Participation in Management in India

**UNIT-IV: MAINTENANCE OF HUMAN RESOURCE:**

**Compensation Management:** Objectives – Job Evaluation: Concept – Methods - Essentials of Sound Wage Structure – Concepts of Minimum Wage, Living Wage and Fair Wage – Wage Differentials.

**Employee Relations:** Objectives – Discipline: Objectives – Grievance: Causes – Procedure; Trade Unions: Objectives - Role of Trade Union in New economy - Collective Bargaining: Types – Essential conditions for the success of Collective Bargaining.

**UNIT-V: HRM IN THE KNOWLEDGE ERA:**

**Knowledge Management:** Concept - KM Architecture - Knowledge Conversion - Knowledge Management Process.

**Virtual Organizations:** Concept - Features -Types - HR Issues. **Learning Organization:** Concept – Role of Leader in Learning Organizations.

**SUGGESTED READINGS:**

1. Bohlander: Human Resource Management, Thomson
2. David A.De Cenzo and Stephen P.Robins: Personnel/ Human Resource Management, PHI
3. Biswajeet Pattanayak: Human Resource Management, PHI
4. Srinivas K. R: Human Resource Management in Practice, PHI.
5. Mathis: Human Resource Management, 10e Thomson
6. Sadri, Jayasree, Ajgaonkar: Geometry of HR, Himalaya
7. Subba Rao P: Personnel and Human Resource Management, Himalaya.
8. VSP Rao:, Human Resource Management, Vikas
9. Mello: Strategic Human Resource Management, 2e Thomson
10. Gupta CB, Human Resource Management, Sultan Chand & Sons.



**SEMESTER-III****RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

PAPER CODE: COM 301

MAX. MARKS: 80+20 IA

PPW: 5

EXAM. DURATION: 3 HOURS

OBJECTIVE: *Objective of this course is to develop research orientation among the students and develop analytical skills.*

**UNIT-I: INTRODUCTION:**

**Quantitative Techniques:** Meaning, Need and Importance - Classification: Statistical Techniques - Operations Research techniques - Role of Quantitative Techniques in Business and Industry - Quantitative Techniques in Decision making - Limitations.

**Research:** Meaning, Purpose, Characteristics and Types - Process of Research: Formulation of objectives - Formulation of Hypotheses: Types of Hypotheses - Methods of testing Hypotheses - Research plan and its components - Methods of Research: Survey, Observation, Case study, experimental, historical and comparative methods - Difficulties in Business research.

**UNIT-II: COLLECTION, PRESENTATION & ANALYSIS OF DATA:**

**Sources of Data:** Primary and Secondary Sources - Methods of collecting Primary Data - Designing Questionnaires/Schedules in functional areas like Marketing, Finance, Industrial Economics, Organizational Behavioral and Entrepreneurship (Practically students should be able to design questionnaires for given problem/cases in these areas). Census vs. Sampling - Methods of Sampling Random and Non-Random Sampling methods - Measurement and scaling techniques.

**Processing and Presentation of Data:** Editing, coding, classification, and tabulation - Graphic and diagrammatic presentation (Theory only). Statistical analysis of Data: Types of analysis (Descriptive analysis and inferential analysis) – Tools: Measures of Central Tendency, Measures of Variation, Skewness, Time series, Index numbers, Correlation and Regression (theory only).

**UNIT-III: INTERPRETATION AND REPORT WRITING:**

**Interpretation:** Introduction - Essentials for Interpretation, Precautions in interpretation - 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. (including small cases).

**Report Writing:** Meaning and types of reports - Stages in preparation of Report - Characteristics of a good report - Structure of the report'-Documentation: Footnotes and Bibliography - Checklist for the report.

**UNIT-IV: PROBABILITY AND PROBABILITY DISTRIBUTIONS:**

**Probability:** Meaning - Fundamental Concepts - Approaches to measurement of Probability -Classical, Relative frequency, subjective and axiomatic approaches - Addition theorem - Multiplication theorems-Bayesian theorem and its simple applications - Mathematical expectation (including problems).

**Probability Distributions:** Meaning and importance of theoretical frequency distributions Binomial, Poisson and Normal distributions - Properties and uses - fitting Binomial, Poisson and Normal, Distributions (areas method only) (including problems).

**UNIT-V: ASSOCIATION OF ATTRIBUTES & CHI SQUARE TEST:**

**Association of Attributes:** Meaning - Distinction between correlation and association Methods of studying Association - interpretation of results.

**Chi Square Test:** Definition - Conditions for applying Chi square test, Yates's correction - Uses and limitations of Chi square test - Chi square test for testing the independence of Attributes - Chi square test for goodness of fit (including problems).

**SUGGESTED READINGS:**

1. Krishna Swamy:Methodology of Research in Social Sciences
2. Kothari:Research Methodology
3. Zikmund:Business Research Methods
4. SC.Gupta:Fundamentals of Statistics
5. SP.Gupta:Statistical Methods
6. Levin et al:Statistics for Management
7. Keller:Statistics for Management & Economics
8. Sanchetty & Kapoor: Business Statistics
9. Achalapathi KV:Reading in Research Methodology in Commerce & Business Management
10. Anderson:Statistics for Business and Economics.

## COST ACCOUNTING AND CONTROL

PAPER CODE: COM 302  
PPW: 5

MAXIMUM MARKS: 80+20 IA  
EXAM DURATION: 3 HRS

*OBJECTIVE: to impart conceptual knowledge of cost accounting and to equip with skills of ascertainment and control of costs.*

### **UNIT-I: INTRODUCTION:**

Cost Accounting: Nature and Scope, Need, Objectives – Cost Concepts – Installation of Costing System – Cost Accounting its relationship with Financial Accounting and Management Accounting Cost Accounting Standards - Cost Classification – Cost Sheet - Books of Accounts – Integral and Non Integral Accounting - Reconciliation of Cost and Financial Accounts (Including Problems).

### **UNIT-II: PROCESS COSTING:**

Process Costing: Meaning, Features, Applicability, Pros and Cons – Unit Costing Vs. Process Costing – Job Costing Vs. Process Costing – Normal Loss and Abnormal Loss - Process Accounts with Stocks – Inter-Process Profit – Equivalent Production – First In-First out Method (FIFO) and Average Method – Joint Products and By-products (Including problems).

### **UNIT-III: MARGINAL, ABSORPTION AND DIFFERENTIAL COSTING:**

Marginal Cost: Meaning, Features - Absorption Cost: Meaning, Pros and cons – Marginal Costing Vs Absorption Costing - Preparation of Income Statement under Marginal Costing and Absorption Costing - Decision Making: Pricing Decisions, Make or Buy Decisions, Product/Sales Mix Decisions, Key or Limiting Factor, Shut Down or Continue Decisions, Accept or Reject an offer - Differential Costing: Meaning of Differential Cost, Marginal Cost Vs. Differential Cost, Characteristics of Differential Costing, Managerial Applications of Differential Cost Analysis (including problems).

### **UNIT- IV: BUDGETARY CONTROL:**

Budget: Meaning, Essentials – Budgeting - Budgetary Control: Essentials, Advantages, Limitations – Classification of Budgets: Functional Budget: Sales Budget, Production Budget, Direct Material Budget, Direct Labor Budget, Manufacturing Overheads Budget - Capital Expenditure Budget - Cash Budget – Master Budget – Flexible Budget – Performance Budget – Traditional System of Budgeting – Zero Based Budgeting (Including Problems).

### **UNIT-V: STANDARD COSTING:**

Standards: Meaning, Types, Establishment - Standard Costing: Need, Pre-requisites, Pros and Cons - Standard Costing and Budgetary Control – Variance Analysis - Revision of Standards - Control and Efficiency Ratios (Including Problems).

### **SUGGESTED READINGS:**

1.Jain S.P & Narang K.L., “Advanced Cost Accounting” Kalyani Publishers, New Delhi; 2.Iyengar S.P., “Cost Accounting – principles & Practice” Sultan Chand & Sons; 3.Prashanta Athma, “Cost and Management Accounting” Himalya; 4.Khan M.Y & Jain P.K., “Theory and Problems in Cost Accounting” TMH; 5.Ravi M. Kishore, “Cost Management”, Taxmann; 6.Lall nigam & Jain, “Cost Accounting – Principles and Practice” Prentice-hall; 7.Manish Dutta, “ Cost Accounting – Principles & Practice”, Pearson; 8.Saxena VK & Vashist CD, “Advanced Cost & Management Accounting” Sultan Chand & Sons; 9.Colin Drury, “Management & Cost Accounting” Thomson Asia Pvt. Ltd, 10.Asish K. Bhattacharyya “ Principles and Practice of Cost Accounting”. Prentice Hall, 11.Arora M.N. “Cost Accounting –Principles & Practice” Vikas Publishing House.

**E- COMMERCE**

PAPER CODE: COM 305  
PPW: 5 (3T+2P)

MAXIMUM MARKS: 56T+14IA+30LB  
EXAM DURATION: 3 HRS

*OBJECTIVE: to know and learn about Information Technology through its applications; and to give an overview of E-Commerce fundamentals with an objective of exposing them to the functional areas of E-Commerce.*

**UNIT-I: INTRODUCTION:**

E-Commerce - E-Business - Potential Benefits of E-commerce – Driving Forces of E-Commerce – Business Process Re-Engineering –E-Commerce Applications –Regulatory Environment for E-Commerce – Competitive intelligence on the Internet – Future of E-Commerce.

**UNIT-II: ELECTRONIC DATA INTERCHANGE (EDI), E-COMMERCE & INTERNET:**

Introduction - Traditional EDI systems - Benefits and Drawbacks - Data transfer and standards. Financial EDI-EDI systems and the Internet - Legal security and private concerns - Authentication Methods – Firewalls – Factors considered in securing the firewalls - Internet trading relationships: Business to Consumers (B2C), Business (B2B), Consumer to Business (C2B), Government to Consumer (G2C), Features and benefits-Portal Vs Website - Supply Chain Management.

**UNIT-III: ELECTRONIC PAYMENT MECHANISMS AND WEB PAGE DESIGNING:**

Introduction - SET protocol - SET Vs SSL - Payment gateway - Certificate issuance - Trust chain - Cryptography methods - Encryption technology – Digital signatures - Dual signatures - SET Logo Compliance testing - Status of Software Magnetic strip cards - Smart cards - Electronic cheques - Electronic cash - Third party processors and Credit Cards - Risk and electronic system - Designing electronic payment systems.

Introduction to HTML – Basic syntax – Basic Text Formatting – Images – Lists – Tables – Hypertext links.

**UNIT- IV: COMPUTERIZED ACCOUNTING:**

Computerized Accounting: Meaning, Features, Advantages and disadvantages – Computerized vs Manual Accounting – Creation of Company – Grouping of accounts – Creation of Accounts: Cash Book, Bank Book, Sales Register, Purchase Register, Journal Register, Debit Note Register, Credit Note Register, Opening and Closing Stock – Creation of Inventory – Creation of Stock Groups, Stock Categories, Godowns, Stock Items and Units of Measure – Detailed Stock Valuation.

Entering Transactions: Voucher Entry – Sales Vouchers – Purchase Vouchers – Receipt Vouchers – Payment Vouches – Contra Vouchers – Journal Vouchers – Debit Note Vouchers – Credit Note Vouchers – Editing and Deleting Vouchers – Voucher Numbering – Customization of Vouchers – Discount Allowed – Discount Received – Petty Cash Book – Depreciation – Automatic Interest Calculation – Interest Receivable – Interest Payable.

**UNIT-V: COMPUTERISED STATEMENTS:**

Day Books – Financial Statements: Trial Balance, Trading & Profit and Loss Account, Balance Sheet – Ratio Analysis - Cash Flow statement – Funds Flow Statement - Inventory Report of a Sole Trader and a Company – Outstandings: Receivables and Payables – Editing and Deleting Ledgers and Groups – Budget Control – Creating, Editing and Deleting Budgets – VAT Assessment.

**SUGGESTED READINGS:**

1. Implementing Tally: Nadhani & Nadhani, BPB
2. Business Data processing System: P. Mohan, Himalaya
3. Business Data Processing And Accounting System: V. Srinivas, Kalyani
4. Manuals Supplied along with respective packages.

## SEMESTER-IV

## QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

PAPER CODE: COM 401  
PPW: 5

MAXIMUM MARKS 80+20 IA  
EXAM DURATION: 3 HRS

*OBJECTIVE: to impart inferential skills to the student by using Quantitative Techniques for Business Decisions.*

**UNIT-I: STATISTICAL ESTIMATION AND HYPOTHESIS TESTING:**

**Concepts:** Population, sample and sampling distribution - Parameters and statistics - Central limit theorem - Concept of Standard Error - Confidential limits - Estimation of population parameters - Properties of a good estimator - Point and interval estimation - Hypothesis Formulation and testing procedure - Type I and Type II errors - One tail and two tail tests (theory only).

**Sampling of Attributes:** Estimation and testing of Number and Proportions of Successes - Difference between two proportions (including problems).

**UNIT-II: SAMPLING OF VARIABLES:**

**Large Samples:** Difference between large and small samples - Estimating population mean – Testing: Significance of Mean - Significance of the difference between means of two samples - Significance of the difference between the standard deviations of two samples (including problems).

**Small Samples:** 't' test - Fixing fiducial limits to population mean – Testing: Significance of the mean - Significance of the difference between two independent means - Significance of the difference between two dependent means (including problems).

**UNIT-III: ANALYSIS OF VARIANCE AND STATISTICAL QUALITY CONTROL:**

**F- test:** Meaning and Applications – ANOVA: Assumptions - Procedure - One way and two-way analysis of variance (including problems).

**Statistical Quality Control:** Introduction - Chance and Assignable Causes of Variation Uses of SQC - Process Control and Product Control- Control Charts for Variables:  $\bar{X}$  - chart - Range chart - Standard deviation chart - Control charts for attributes: C chart - p chart - np chart.

**UNIT-IV: STATISTICAL DECISION THEORY AND GAMES THEORY:**

**Statistical Decision Theory:** Nature of Decision - State of Nature – Pay off Tables - Expected Pay off - Expected Opportunity Loss – Value of Perfect Information – Types of Decision Situation – Choice of Decision Criteria – Decision Tree Analysis – Decision Making under Uncertainties (including simple problems).

**Games Theory:** Characteristics of Game Theory – Two Persons Zero Sum Game - Maximum and Minimax Strategies – Saddle Point – Dominating Strategy – Mixed Strategy - Limitations of Games Theory (including simple problems with Analytical Formulae and Graphical Methods).

**UNIT-V: LINEAR PROGRAMMING (LP):**

**Linear Programming:** Meaning - Requirements for application - Assumptions - Advantages - Application of LP - Formulation of LP problems (including simple problems).

**Graphical Solutions** of LP problems with two variables only (including simple problems).

**SUGGESTED READINGS:**

1. Levin & Rubin: Quantitative Approaches in Management, Pearson
2. S.C. Gupta: Fundamentals of Statistics, Himalaya
3. Anderson: Quantitative Methods for Business Decision, 8e Thomson
4. Barry Render et al: Quantitative Analysis for Management, PHI
5. Anderson: Introduction to Management Science: Quantitative Techniques for Decision Making, Thomson
6. G. Gopikuttan: Quantitative Methods and Operational Research, Himalaya
7. D.C. Sancheti & V.K. Kapoor: Statistics, Sultan Chand & Sons
8. Anand Sharma: Quantitative Techniques for Decision Making Himalaya
9. Mendenhall: Introduction to Probability & Statistics, Thomson
10. Shenoy G.V.: Quantitative Techniques for Managerial Decisions, New Age
11. Gupta and Khanna: Quantitative Techniques for Decision Making, PHI.

**TAX PLANNING**

PAPER CODE: COM 402  
PPW: 5

EXAM DURATION: 3 HRS.  
MAXIMUM MARKS: 80+20 IA

**OBJECTIVE:** *to acquaint the student with theoretical and practical knowledge of tax planning techniques.*

**UNIT-I: INTRODUCTION:**

Nature of tax – Essential components in levy of tax – Principles of taxation laws - Interpretation of statutes – Basic rules and sources for Interpretation - Concepts of Tax Avoidance, Tax Evasion, Tax Management and Tax Planning – Tax Planning in respect of residential status – Resident – Non Resident (Theory Only).

**UNIT-II: TAX PLANNING - INDIVIDUALS:**

Planning with reference to all five heads of Income for individuals: Salaries, House property, Profits from Business & Profession, Capital gains and Other Sources - Tax Planning with reference to Relief, Concessions, Rebates, Deductions and Incentives (Problems with special focus on Tax Planning).

**UNIT-III: TAX PLANNING – MANAGERIAL DECISIONS:**

Tax considerations arising with regard to specific management decisions: Make/buy, Own/lease, Installment/hire purchase, Retain/replace, Export/local sale, Shut down/continue, Expand or Contract, Merger and Amalgamations - Advance Tax - Payment of Advance Tax - Filing of Returns – Refunds - Penalties for non-compliance.

(Problems on Tax planning with reference to tax liability of Firms and Companies should be worked out)

**UNIT-IV: TAX PLANNING - NEW INDUSTRIAL ESTABLISHMENTS & INVESTMENTS:**

Tax planning with reference to New Industrial Establishment – Location - Form - Nature and Capital Structure - Short term loans - Term loans - Public Deposits - Bonus Issues - Dividend Policies (Theory and problems).

**UNIT-V: TAX PLANNING – INCENTIVES AND EXPORT PROMOTION:**

Schemes for encouraging exports - Import duty relief schemes - Highlights of Export Oriented Units (EOUs), Special Economic Zones (SEZ), Export Processing Zones (EPZ) - Duty drawback provisions - Types of Drawback rates - Drawback claim procedures - Salient features of Software Technology Park (STP), Electronic Hardware Technology Park (EHTP) - Other export promotion schemes under EXIM policy (Only Theory).

**SUGGESTED READINGS:**

1. Vinod K. Singhania: - Indirect Tax Laws, Taxmann Publications.
2. Bhagawati Prasad: Direct Tax Laws and Practice.
3. V. S. Datey: Indirect taxes, Taxman Publications.
4. Vinod K. Singhania, Monica Singhania- Corporate Tax Planning and Business Tax Procedure- Tax Procedure - Taxmann Publication Pvt. Ltd.

**INDIAN ECONOMY**

PAPER CODE: COM 405 (A)  
PPW: 4

EXAM. DURATION: 3 HRS.  
MAXIMUM MARKS: 80+20IA

*OBJECTIVE: to provide knowledge of Indian Economy and acquaint the students with the latest developments in the economy.*

**UNIT I: STRUCTURE OF THE INDIAN ECONOMY:**

Indian Economy: Characteristics - Developmental issues - Structural changes in the Indian Economy - Human Development - Concept and measures - Occupational Distribution and Economic Development - Natural Resource: Land, Forest, Water & Minerals - Environmental degradation - Infrastructure: Energy, Power, Transport-Social infrastructure.

**UNIT II: PLANNING IN INDIA:**

Indian Planning: Objectives, Aims, Problems - Development strategy in India - Liberalization – Privatization – Globalization – Poverty - Unemployment: nature and problems - Government schemes - Social change - Redefining the role of the state - Parallel economy.

**UNIT III: AGRICULTURE IN INDIA:**

Place of agriculture: Progress - Green revolution - Present state- New thrust areas -Food security: Legislation – Schemes - Public distribution system - Agricultural Marketing: Types – Warehousing - Agricultural Labour - Minimum wages - Rural credit – RRBs - NABARD.

**UNIT IV: INDUSTRIES IN INDIA:**

Industrial Policy - Role and Pattern of Industrialization - Large-scale Industry - Small-scale Industry - Information Technology Industry - Labour Problems - Labour Policy - Social Security - Trade Union Movement - Industrial Disputes - Unorganized Sector.

**UNIT V: TERTIARY SECTOR IN INDIA:**

Foreign Trade - Balance of Payments – SEZs - WTO - Foreign Exchange – Convertibility - Banking Sector - Money Market - Monetary Policy - Public Finance - Financial relations between Centre and States - Finance Commissions.

**SUGGESTED READINGS:**

1. Ruddar Datt and K.P.M. Sundharam: “Indian Economy”, S. Chand & Company Ltd., New Delhi, 2010.
2. S.K.Misra & V.K.Puri: “Indian Economy - Its Development Experience”, Himalaya Himalya Publishing Company, New Delhi, 2010.
3. Francis Cherunilam: “Business Environment” Himalaya Publishing Company, New Delhi, 2011
4. Vivek Mittal: “Business Environment” Excel Publications, New Delhi, 2007.
5. Aswathappa.K: “Essentials of Business Environment – Text, cases & Exercises” Himalaya Himalya Publishing Company, New Delhi, 2011.
6. Economic Survey: Government of India, Ministry of Finance, Oxford University Press, New Delhi,

**News papers:** The Economic Times, Business Line.



**MANAGERIAL COMMUNICATION**

PAPER CODE: COM 405(B)

EXAM DURATION:3HRS

PPW:4

MAX.MARKS:80+20IA

OBJECTIVE: *to acquaint the student with the knowledge of managerial communication.***UNIT-I: COMMUNICATION PROCESS:**

Role and process of communication - Barriers to communication - Surmounting barriers to communication - Types of communication - Listening process: Elements of good listening, Improving listening competence - Importance of feedback – Principles of feedback.

**UNIT-II: VERBAL vs NON VERBAL COMMUNICATION:**

Characteristics of non verbal communication - Types and functions of non verbal communication - Interpreting non verbal communication – Negotiations - Approaches to negotiations - Preparing for and conducting negotiations.

**UNIT-III: PRESENTATION:**

Making Presentations - Choosing a method of speaking - Analyzing the audience - Nonverbal dimensions of presentations - Speeches for commemorative occasions - Effective presentation strategies - Persuasive speaking.

**UNIT-IV: REPORT WRITING:**

Report writing - Types of reports - Structure of reports - Individual and committee reports - Essentials of good report writing - Business letters - Drafting letters relating to enquires and replies, Orders and replies, Complaints and claims - Effective business correspondence - Drafting a resume.

**UNIT-V: MEDIA COMMUNICATION:**

Media relations - Building better relations with media; Investor relations - Framework for managing investor relations; Managing government relations - Ways and means of managing governing power; Crisis communication - Do's and dont's in the wake of a crisis.

**SUGGESTED BOOKS:**

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge.
3. Mary Munter, "Guide to Managerial Communication" 6<sup>th</sup> Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatey, "Basic Business Communication", 2008 11<sup>th</sup> Ed. New York, McGraw-Hill.
5. Disanza, "Business and Professional communication", Pearson Education.
6. CSG Krishnamacharyalu and L.Ramakrishna, "Business Communications", 2009, Himalaya.
7. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill
8. Krizan, Merrier, Logan and Williams, "Effective Business Communication", 2008 Cengage Learning.
9. Paul R. Timm, "Straight Talk: Written communication for career success", Routledge Publication.
10. David Irwin, "Effective Business Communications", 2009, Viva Books.
11. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.
12. U S Rai & S M Rai, "Business Communication", Himalaya.

**SPECIALISATION**  
**FINANCE**

**INTERNATIONAL FINANCIAL MANAGEMENT**

PAPER CODE: COM 303 FIN/INB

EXAM DURATION: 3 HOURS

PPW: 5

MAXIMUM MARKS: 80+20IA

Objective: *to gain the conceptual knowledge and application of international financial management.***UNIT-I: INTRODUCTION:**

**An Overview of International Financial Management:** Meaning – Features of International Finance – Scope of International Finance – International Financial Management and Domestic Financial Management – Factors influencing Growth of International Finance – International Monetary System (Theory only).

**Balance of payments Accounting:** BoP Accounting Principles – Debit and Credit Entries – Balance of Payments Statement (Including Problems).

**UNIT-II: FOREIGN EXCHANGE MARKETS & EXCHANGE RATE MECHANISM:**

**Foreign Exchange Market:** Features – Major Participants – Spot Market: Features, arbitrage, speculation – Forward Market: Features, arbitrage, hedging. Speculation, Swapping (Including Problems).

**Exchange Rate Mechanism:** Exchange Rate Quotations – Nominal, Real & Effective Exchange Rates – Exchange Rate Determination in Spot Market – Exchange Rate Determination in forward Market (Including Problems).

**UNIT-III: FOREIGN EXCHANGE EXPOSURE:**

**Measurement of Foreign Exchange Exposure:** Meaning & Relevance of Foreign Exchange Exposure – Classification of Foreign Exchange Exposure: Transaction Exposure, Operating Exposure & Accounting Exposure (Including Problems).

**Management of Foreign Exchange Exposure:** Need – Hedging of Transaction Exposure – Hedging of Real Operating Exposure – Management of Accounting Exposure (Including Problems).

**UNIT-IV: INTERNATIONAL FINANCIAL MARKETS & INSTRUMENTS:**

**International Financial Markets:** Features – Factors for Growth – Interest Rates – Channels of International Funds Flow.

**International Financial Instruments:** Euro Credits: Revolving Credit, Term Credit – Euro Bonds: Straight Bonds, Convertible Bonds, Currency Optional Bonds, FRNs – Euro Currency Deposits: Call Deposits, Term Deposits, Certificates of Deposits – Euro Notes: Commercial paper, NIF, Medium Term notes – Euro Issues: FCCB, GDR, ADR (Theory only).

**UNIT-V: FINANCING OF FOREIGN TRADE:**

**Foreign Trade Documents:** Letters of Credit – Bill of Exchange Marine Insurance Policy – Invoices Certificates – Bill of Lading.

**Foreign Trade Financing:** Methods of Financing: Bank Credit (Pre-shipment Credit, Post-shipment Credit, Medium Term Credit, Credit under Duty Draw Back Scheme), Factoring, Counter Trade – Modes of Payment (Theory Only).

**SUGGESTED READINGS:**

1. Avadhani: International Finance, Himalaya; 2. Bharati V Pathak: Indian Financial Management, Pearson; 3. Clark: International Finance, 2e Thomson 2006; 4. Jeevanandam: Foreign Trade Finance and Risk Management, Sultan Chand; 5. Joseph Anbarasu: global Financial Management, Ane Books Pvt.Ltd; 6. Kevin s: Fundamentals of International Financial Management, PHI; 7. Madhu Vij: International Financial Management, 3e Excel Books; 8. Madura: International Corporate Finance, 8e Thomson 2007; 9. Shapiro: Multinational Financial Management PHI; 10. Sharan: International Financial Management, PHI.

**SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT**

PAPER CODE: COM 304 FIN

EXAM DURATION: 3 HOURS

PPW: 5

MAXIMUM MARKS: 80+20IA

OBJECTIVE: *to familiarize with analysis of securities market, valuation of different securities for the purpose of building optimal portfolio and the students with latest concepts and trends in the securities market.*

**UNIT-I: SECURITY ANALYSIS:**

**Fundamental Analysis:** Meaning – Economy Analysis – Economic Forecasting – Forecasting Techniques – Industry Analysis – Concept of Industry – Industry Life Cycle – Industry Characteristics – Company Analysis – Financial Statements – Analysis of Financial Statements (Theory Only).

**Technical Analysis:** Meaning – Dow Theory – Basic Principles of Technical Analysis – Trends and Trend Reversal – Elliot Wave Theory – Mathematical Indicators – Market Indicators (Theory).

**Efficient Market Theory:** Random Walk Theory – The Efficient Market Hypothesis – Forms of Market Efficiency – Tests of Efficient Market Hypothesis (Theory).

**UNIT -II: VALUATION SECURITIES:**

**Share Valuation:** Concept of Present Value – Share Valuation Model – One Year Holding Period – Multiple Year Holding Period – Constant Growth Model – Multiple Growth Model – Multiplier Approach to Share Valuation (Including problems).

**Bond Valuation:** Bond Returns – Coupon Rate – Current Yield – Spot Interest Rate – Yield to Maturity – Yield to Call – Bond Prices – Bond Risks – Bond Duration (Including Problems).

**UNIT -III: CAPITAL MARKET THEORY:**

**Capital Market Theory:** Assumptions- Capital Asset Pricing Model – Efficient Frontier with Riskless Lending and Borrowing – Capital Market Line – Security Market Line – SML Vs. CML – Pricing of Securities with CAPM – Limitation of CAPM (Including problems).

**Arbitrage Pricing Theory:** The Law of One Price – Assumptions – Arbitrage Pricing for one Risk Factor – Two Factor Arbitrage Pricing – Multiple Arbitrage Pricing – Limitations of APT (Including Problems).

**UNIT-IV: PORTFOLIO PERFORMANCE EVALUATION:**

**Portfolio Performance Evaluation:** Need for Evaluation – Evaluation Perspective – Meaning of Portfolio Evaluation – Measuring Portfolio Return – Risk Adjusted Returns – Sharpe Ratio – Treynor Ratio – Differential Return (Including Problems).

**Security Market Indexes:** Meaning – Different Averages and Indexes Exist – The Construction of Indexes – Maintenance Problems with Security Market Indexes – Stock Market Index Revision (Including Problems).

**UNIT-V: PORTFOLIO REVISION:**

**Portfolio Revision:** Need for Revision – Meaning of Portfolio Revision – Constraints in Portfolio Revision – Portfolio Revision Strategies – Formula Plan – Constant Rupee Value Plan – Constant Ratio Plan – Dollar Cost Averaging (theory).

**International Investing:** Benefits and Risk of Global Investing – Factors Influencing International Investing – Foreign Exchange Risk (Theory).

**SUGGESTED READINGS:**

1. Avadhani, V.A: International finance, Himalaya
2. Avadhani, V.A: Investment & Security Management in India, Himalaya
3. Bhall, V.K.: Investment Management, S. Chand & Co.
4. Fisher Donald E & Ronald J Jordan: Securities Analysis & Portfolio Management, PHI;
5. Francaia Jack Clark & Richard W Taylor: Theory & Problems of Investment, Mcgraw;
6. Gangadhar V: Investment Management, Anmole
7. Kevin S: Security Analysis and Portfolio Management, Prentice Hall
8. Mayo: Investments, Thomson
9. Punithavathi Pundyan: Securities Analysis & Portfolio Management, Vikas
10. Reilly: Investment Analysis and Portfolio Management, Thomson
11. Strong: Practical Investment Management, Thomson
12. Sharp Etal.: Investments, Prentice Hall; 13. Sulochana M: Investment Management, Kalyani.

## FINANCIAL SERVICES

PAPER CODE: COM 403 FIN/INB

EXAM DURATION: 3 HRS.

PPW: 5

MAXIMUM MARKS: 80+20 IA

OBJECTIVE: *to acquaint the student with Innovative financial services offered to met the varied requirement of both the corporate and individual customers.*

### UNIT-I: INTRODUCTION:

Meaning - Classifications - Traditional Activities - Financial sector reforms and Financial innovations in India - Banking and Non-Banking services - Financial products and services: Merchant Banking, Loan Syndication, Leasing, Mutual Funds factoring, Forfeiting, Venture capital, Custodial Services, Corporate, Advisory services, Depository Services, Securitization, Under-writing services (Banks and Insurance), Banking services: Bank Assurance Services, Credit Rating, Credit Cards, Derivatives, Mergers, Acquisitions and Amalgamation, Services in Forex Market, Letter of Credit - Innovative Finance Instruments - Micro Credit Finance - Importance and different products/schemes - Challenges facing the financial services sector.

### UNIT-II: LEASE, HIRE PURCHASE AND HOUSING FINANCE:

Leasing: Financial lease and Operating lease - Lease Vs. Hire purchase - Types of financial leasing - Advantages of leasing - Consideration under lease Vs. Buy decision - Leasing in India - Problems of Leasing companies - RBI guidelines on leasing and finance companies.

Hire Purchase: Terms of the agreement under hire purchase - Types of hire purchase - Advantages.

Housing Finance: Housing Finance policy and Role of National Housing Bank (NHB) - Housing and Urban Development corporation (HUDCO) - Role of Housing Finance Corporations and the housing schemes - Recent Developments.

### UNIT-III: MUTUAL FUNDS:

Mutual fund - Fund unit Vs. Equity share - Importance of Mutual funds - Types of Mutual funds: Close ended funds - Open ended funds, Income funds, Growth funds - Risks involved - Organisation of firm - Facilities available to investors - Guidelines from the Government of India - Recent reforms in mutual funds - Banks providing Mutual Fund services - Factors to be considered in selection of fund - Reasons for commercial banks to offer mutual funds - Scenario of Mutual funds in India - Problems in future prospects.

### UNIT-IV: DISCOUNTING, FACTORING AND FORFEITING:

Meaning of Discounting – Factoring: Meaning, Modus Operandi of factoring scheme, Terms and conditions in factoring agreement - Function of factoring services - Types of factoring - Role of Banks in providing discounting, factoring and forfeiting services, Cost of factoring and pricing of factoring services, Benefit to the clients, Export factoring – Forfeiting: Factoring Vs. Forfeiting - Advantages and limitations of forfeiting - Forfeiting in India.

### UNIT-V: SECURITISATION OF DEBT:

Meaning and Concept of Securitization - Structured securities Vs. Conventional Securities - Securitization Vs. Factoring - Operational mechanism of securitization - Types of securitized assets - Securitization and Role of Banks - Advantages and limitation of securitization - Future prospects of securitization.

### SUGGESTED READINGS:

1. Gordon: Financial Markets and Services, 2e Himalaya
2. Gurusamy: Financial Services & Markets, Thomson
3. Gurusamy: Financial Systems and Services, Thomson
4. Avadhani: Marketing of Financial Services, Himalaya
5. Madura: Financial Institution & Markets, Thomson
6. Pathak: Financial Markets and Services, Pearson
7. Akbar Ali Khan & Sudershan: International Trade & Finance, Himalaya

**FINANCIAL DERIVATIVES**

PAPER CODE: COM 404 FIN  
PPW: 5

EXAM DURATION: 3 HOURS  
MAXIMUM MARKS: 80+20 IA

*OBJECTIVE: to make student efficient in the area of derivatives, giving them the knowledge of basics in Derivates. Future Markets, Options and Swaps etc.*

**UNIT-I: INTRODUCTION TO FINANCIAL DERIVATIVES:**

Definition – Features - Types - Uses - Critiques - History of Derivatives Markets - Financial Derivatives Indian Scenario - Evolution of Derivatives in India; Benefits of Derivatives - Equity Derivatives - Derivatives Trading at NSE and BSE - Emerging Structure of Derivatives Markets in India (Theory only).

**UNIT- II: FUTURE AND FORWARD CONTRACTS AND MECHANISM:**

Introduction to Forward and Future contracts - Distinction between Futures and Forwards contracts - Future Terminology and Types of Financial future contracts - Future payoffs - Operation of Traders in Futures market - Growth of Future market in India - Future market trading Mechanism - Forward market trading Mechanism - Forward Prices Vs. Future Prices - Determination of Future prices of specific assets - Futures on commodities - Theory of future prices - Recommendations of L.C Gupta Committee (Theory only).

**UNIT- III: PRICING OF OPTION:**

Concept of Option - Futures Vs. Options - Determinants of option prices - Black Scholes Option pricing - Binomial Pricing model (Including Problems).

**UNIT- IV: SWAP MARKET:**

Concept and Nature - Evolution of Swap Market - Features of Swap - Types of Financial Swaps: Currency Swap, Interest Rate Swap, Equity Index Swap, Commodity Swap - Credit Risk in Swap and Credit Swap - Using Swap to Manage Risk - Pricing and Valuing Swap (Including Problems).

**UNIT- V: STOCK INDEX FUTURES:**

Concept of Stock Index – Stock Index Futures - Stock Index Futures as a Portfolio Management Tool – Speculation and Stock Index Futures - Stock Index - Futures Trading in Indian Stock Market (Including Problems).

**SUGGESTED READINGS:**

1. Jayanth Rama Varma: Derivatives and Risk Management, TMH,
2. Mishra Financial Derivatives, Excel,
3. S.L. Gupta: Financial Derivatives: Theory, Concepts and Problems, Prentice Hall,
4. S.S.Kumar, Financial Derivatives, PHI,
5. David A. Dubofsky, Thoamas W Multer, TR: Derivatives Valuation and Risk Management, Oxford,
6. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basics, Cengage,

ACCOUNTING**ADVANCED CORPORATE ACCOUNTING**

PAPER CODE: COM 303 ACC  
PPW: 5

EXAM DURATION: 3 HOURS  
MAXIMUM MARKS: 80+20IA

**OBJECTIVES:** *to understand the application of advanced corporate accounting practices in the fields of modern business and profession.*

**UNIT-I: HOLDING COMPANIES:**

Definition – Provisions of Indian Accounting Standard 21 – Accounts – Consolidation – Preparation of Consolidated balance sheet – Minority interest – Pre-acquisition or capital profits - Cost control or Goodwill – Inter-company balances - Unrealized inter-company profits - Revaluation of assets and liabilities - Bonus shares - Treatment of dividend - More than one subsidiary inter-company holdings - Consolidation of profit and loss account (including problems).

**UNIT-II: INVESTMENT ACCOUNTS & ACCOUNTING FOR PACKAGES & CONTAINERS:**

Investment Accounts: Need and Significance of investment accounts - Provisions of Indian Accounting Standard 13 - Accounting Treatment - Treatment of Brokerage and Expenses - Investment ledger - Equity shares accounts - Bonus Shares - Right Shares (Including problems).

Accounting for Packages and Containers: Need - Accounting treatment - Non returnable containers - Returnable Containers - Methods - Maintaining containers stock account or containers trading account - Containers suspense account or Reserve account (including problems).

**UNIT-III: LEASE ACCOUNTING:**

Lease: Definition - Features - Advantages and disadvantages - Lease distinguished from other modes of acquisition - Provisions of Indian Accounting Standard 19 - Types lease: Financial lease, Operating lease - Financial Lease Vs. Operating Lease - Terms peculiar to leasing - Accounting for lease - Books of Lesser and Lessee - Sale and lease back (including problems).

**UNIT-IV: FOREIGN BRANCHES – PREPARATION OF CONSOLIDATED STATEMENTS:**

Different exchange rates - Methods of translating financial statements: Temporal method, Current method, Current and Non - Current Method - Cumulative Translation Adjustment Account (CTA) - Difference in the Translated Trial Balance - Provisions Indian Accounting Standard 11 - Process of Converting Trial Balance of Foreign Branches and Preparation of Final Accounts and Consolidated Balance Sheet (including problems).

**UNIT-V: VALUATION OF INTANGIBLE ASSETS:**

Meaning - Significance of intangibles - Nature of intangible assets - Provisions of Indian Accounting Standard 26 - Types of intangible assets - Measurement and Recognition of intangibles - Valuation approaches (theory only).

**SUGGESTED READINGS:**

**1.**Accounting Standards and Corporate Accounting Practices: T.P. Ghosh, Taxmann; **2.**Advanced Accountancy: R.L. Gupta and M. Radhaswamy, Sultan Chand and Sons; **3.**Advanced Accountancy: M.C. Shukla & T.S.Grewal, S.Chand & Company Ltd.; **4.**Advanced Accountancy: S.K.R.Paul, New Central Book Agency; **5.**Advanced Accountancy: M.A.Arulanandam & K.S.Raman, Himalaya Publishing House; **6.**Modern Accountancy: A. Mukarjee and M.Haniff, Tata Mcgraw Hill; **7.**Advanced Accountancy: Jain and Narang, Kalyani Publications; **8.**Students Guide to Accounting Standards: D.S.Rawat, Taxmann Publications.

**FINANCIAL STATEMENT ANALYSIS**

PAPER CODE: COM 304 ACC

EXAM DURATION: 3 HRS

PPW: 5

MAXIMUM MARKS: 80+20IA

OBJECTIVES: *to familiarize and acquaint the student with application of analysis of financial statements techniques.*

**UNIT-I: FINANCIAL STATEMENTS:**

Financial Statements: Meaning, Objectives, Types, Uses, Limitations - Redrafting Financial Statements: Single-step and Multi-step Financial statements - Preparation of Financial Statements as per Indian Accounting Standards and IFRS (Theory only).

**UNIT-II: INCOME STATEMENT:**

Basic elements of the Income statement - Special Income statement items - Income taxes related to operations - Earnings per share - Retained earnings - Dividend and stock splits - Legality of distributions to stockholders - Comprehensive income - International consolidated income statement (IFRS) - Profitability: Profitability measures - Trends in profitability - Segment accounting - Interim reports - Revenue by major product lines (Theory only).

**UNIT-III: BALANCE SHEET:**

Basic elements of the Balance Sheet: Assets, Liabilities, Stockholders' equity - Quasi-Reorganization - Accumulated other comprehensive income - Employee stock ownership plans (ESOPS) - Treasury stock - International consolidated balance sheet (IFRS) - Liquidity of short-term assets: Current assets, current liabilities and other operating cycle - Long-term debt paying ability: Income statement consideration when determining long term debt paying ability - Balance sheet consideration when determining long term debt paying ability (Theory only).

**UNIT-IV: FINANCIAL STATEMENTS OF SPECIAL ORGANIZATIONS:**

Banks: Income Statement, Balance sheet, Ratios for banks - Utility companies: Financial statements, Ratios for regulated utilities companies - Transport companies: Financial statements, Ratios for transportation - Insurance companies: Financial Statements, Personal financial statements - Accounting for Governments and Non - Profit organizations (Theory only).

**UNIT-V: ANALYSIS TECHNIQUES:**

Meaning - Significance of analysis - Sources of information - Techniques of analysis: Horizontal analysis, Vertical analysis, Trend analysis - Ratio analysis - Funds flow analysis - Cash Flow Statements - Strategic and Integrated Managerial Analysis of Corporate Financial Statements: Analysis of Profitability, Overall Ratio Analysis, Analysis of Quality of Earnings - Innovative Techniques of Financial Statements: Analysis per employee, Analysis per equity share (Including problems).



**SUGGESTED READINGS:**

1. Charles S. Gibson: "Financial Statement Analysis", Cengage Learning India Private Limited;
2. Lyn M. Fraser & Aileem Ormiston: "Understanding Financial Statements" PHI
3. Ambrish Gupta: "Financial Accounting for Management An Analytical Perspective", Pearson;
4. Earl. K. Stice & James D. Stice: "Financial Accounting Reporting & Analysis", Cengage Learning India Pvt. Ltd.
5. Carl s. Warren, James M. Reeve & Jonathan E. Duchac: "Financial Accounting Concepts, Methods and Applications" Cengage Learning India Pvt. Ltd.
6. Sharma RK & Shashi K. Gupta: "Management Accounting" Kalyani Publishers
7. Malcolm Smith, "Research Methods in Accounting" Sage Publications Ltd.
8. Rawat D.S: "Accounting Standards", Taxmann
9. Kamal Garg: "IFRS Concepts and Applications", Bharat Law House Pvt. Ltd.
10. Ghosh T.P: "IFRSs For Finance Executives", Taxmann.

## **COST ANALYSIS AND TECHNIQUES**

PAPER CODE: COM 403 ACC  
PPW: 5

EXAM DURATION: 3 HOURS  
MAXIMUM MARKS: 80+20IA

**OBJECTIVE:** *to provide the skills and application of advanced cost accounting techniques for cost control and cost reduction.*

### **UNIT-I: ACTIVITY BASED COSTING (ABC):**

Inadequacies of traditional methods of overhead absorption - Need for emergence of ABC - Concept of ABC - Kaplan and Cooper's Approach to ABC - Cost Drivers and Cost Pools - Characteristics of ABC - Allocation of Overheads under ABC - Steps in ABC System - Traditional Versus ABC approach to designing a costing system - Implementation of ABC and its Benefits (including problems).

### **UNIT-II: COSTING OF SERVICE SECTOR:**

Concept - Classification and Collection of Costs in Operating Costing - Transport Costing - Boiler House Costing - Power House Costing - Hospital Costing - Canteen Costing - Hotel Costing (including problems).

### **UNIT-III: UNIFORM COSTING AND INTER-FIRM COMPARISON:**

Uniform Costing: Meaning - Applicability - Scope - Need - Objectives - Areas - Driving forces for applicability - Pre-requisites for installation - Manual - Advantages - Limitations.  
Inter-Firm Comparison: Procedure - Advantages - Limitations (including problems).

### **UNIT- IV: COST AUDIT, COST CONTROL AND COST REDUCTION:**

Cost Audit: Meaning - Importance - Scope - Functions/Objectives - Types - Advantages - Cost Audit Vs. Financial Audit - Audit Program - Audit Procedure - Audit Report.  
Auditing Techniques: Vouching - Check Mark and Ticking - Test Checks - Audit Notes and Questionnaires.  
Cost Auditor: Appointment - Disqualification for appointment - Rights - Duties and Responsibilities.  
Cost Control: Meaning - Techniques - Essentials for Success.  
Cost Reduction: Meaning - Characteristics - Program - Cost Control vs. Cost Reduction - Tools and Techniques - Areas covered - Advantages (Theory only).

### **UNIT-V: COST REPORTING:**

Meaning - General Principles [Basic Rules] - Reporting to Different Levels of Management - Forms of Reporting - Classification of Reports: According to Form, According to Contents, According to Frequency of Reporting - External Reports - Internal Reports - Review of Reports (Theory only).

### **SUGGESTED READINGS:**

1. Jain S.P & Narang K.L. "Advanced Cost Accounting" Kalyani Publishers;
2. Iyengar S.P. "Cost Accounting -Principles & Practice", Sultan Chand & Sons;
3. Arora M.N. "Cost Accounting -Principles & Practice" Vikas Publishing House;
4. Prashanta Athma, "Cost and Management Accounting" Himalya Publishing,House;
5. Khan M.Y & Jain P.K. "Theory and Problems in Cost Accounting"Tata McGraw-Hill;
6. Ravi M. Kishore, "Cost Management", Taxmann Allied Services Private Limited;
7. Lall Nigam & Jain "Cost Accounting - Principles and Practice" Prentice-Hall of India Private limited;
8. Manish Dutta " Cost Accounting - Principles & Practice", Pearson Education Limited;
9. Saxena V.K & Vashist C,D. "Advanced Cost & Management Accounting" Sultan Chand & Sons;
10. Colin Drury "Management & Cost Accounting" Thomson Asia pvt. Ltd. Allied Services Pvt Ltd.;
11. Asish K. Bhattacharyya " Principles and Practice of Cost Accounting". Prentice Hall of India Limited.

## MERGERS AND AQUISITIONS

PAPER CODE: COM 404 ACC

EXAM DURATION: 3 HRS.

PPW: 5

MAXIMUM MARKS: 80+20IA

*OBJECTIVE: to gain the knowledge on M&As which are essentiality mean to attain greater market share; acquire additional brands; cannibalize competing brands; realize improved infrastructure; create new synergies; capitalize on efficiencies and economies of scale or to globalize in the shortest span of time. The teachers are expected to demonstrate case study methodology.*

### UNIT-I: INTRODUCTION:

M&A Concept – Motives for M&As – Stakeholder Expectations in M&As – Forms of M&As – Reasons for Buying a Business – Reasons for Selling a Business – History of Merger Waves – Synergies in M&As – Strategic Approaches to M&As – Strategies for Entering a New Market – Value Creation Strategy in M&As – Growth Strategy through New Project of M&A – Corporate Objectives and Strategy for M&A – Framework for M&A Strategies – Formulating Strategies for M&As (Theory only).

### UNIT-II: CORPORATE VALUATION:

Basics of Valuation – Valuation of Financial Assets – Relative Value Models – Absolute Value Models – Option Pricing Models – Valuation of Firms – Income Approach (Capitalization Method and Discounted Cash Flow Method) – Market Approach (Comparable Company Method) – Assets Approach (Adjusted Book Value Method and Liquidation Method) – Choice of Methods – The Human Aspects of M&As (Including Problems).

### UNIT-III: LEGAL ASPECTS AND SEBI REGULATORY:

Laws and Statues in India – Laws Governing Mergers – The Indian Companies Act, 1956 – The Industries Development and Regulation Act (IRDA) 1951, The Income Tax Act, 1969, The Foreign Exchange Regulation Act, 1973, The Sick Industrial Companies (Special Provisions) Act, 1985, the Competition Act 2002 – Laws Governing Combinations – Regulation of Combinations (Section-5 and 6) – The SEBI (Substantial Acquisition of Shares & Takeovers) Regulations, 1997 (Theory only).

### UNIT-IV: ACCOUNTING FOR MERGERS AND ACQUISITIONS:

Controversies and Dilemma in Accounting for M&A – Accounting for M&As – Features of Pooling Accounting – Criteria for Pooling of Interests – Incentives to Choose Pooling Over Purchase – Accounting Valuation of Goodwill – Accounting for M&A in India – IFRS-3 on International Accounting Standards for M&A – Main Features of the IFRS-3 – The Standards (IFRS-3) for Business Combination – Comparison between Indian GAAP and IFRS-3 (Including Problems).

### UNIT-V: DEMERGER:

Conceptualization of Demerger – Definitions – Procedural Aspects of Demerger Under the Companies Act 1956 – Effects of Demerger – Applicability – Legal Aspects – Taxation Aspects – Demerger Vs. Reconstruction – Demerger Vs. Hiving Off – Advantages of Demerger – Disadvantages of Demerger (Theory Only).

### SUGGESTED READINGS:

1.Andrew J Sherman: Mergers & Acquisitions, AMCAM, New York; 2.Bhangaban Das, Debdas Raskhit and Satya Swaroop Debasish: Corporate Restructuring HPH; 3.Chandra Shekar Krishnamurthi and Vishwanata S.R.: Mergers and Acquisitions and Corporate Restructuring, Response Publishers; 4. Fred Weston J, Kwang S Chung: Merger Restructuring and Corporate Control, PHI; 5.Machiraju H R: Mergers, Acquisitions and Takeovers, New age International (P) Ltd. Publishers; 6.Manju Gupta: Contemporary Issues in Mergers and Acquisitions, HPH; 7.Nishikant Jha: Mergers, Acquisitions and Corporate Restructuring, HPM; 8.Rajinder Aurora, Kavita Shetty and Sharada Kale: Mergers and Acquisitions, oxford University Press; 9.Ravindhar Vadapalli: Merger, Acquisitions: Strategy, Valuation and Integration, PHI; 10.Ray Kamal Ghosh: Mergers and Acquisitions: Strategy, Valuation and Integration, PHI.

MARKETING**SERVICES AND RETAIL MARKETING**

PAPER CODE: COM 303 MKG  
PPW: 5

EXAM DURATION: 3 HOURS  
MAXIMUM MARKS: 80+20 IA

*OBJECTIVES: to acquaint the students the application of marketing principles in services and to have an overview of retail management concepts and fundamentals.*

**UNIT - I: SERVICES MARKETING:**

Introduction to Services Marketing - Nature and definition of Services - Classification of services - Evolution of services as value contribution - Goods and services continuum - Contribution of services sector to the economy - Differences between services and goods - Marketing Research and Services - Consumer behavior - Handling of consumer misbehavior - Evaluation of service alternations.

**UNIT - II: PRODUCT AND PRICING OF SERVICES:**

Introduction to 8 P's of marketing mix - Product, Price, Place, Promotion, Physical evidence, People, Processes, Productivity - Segmenting, Targeting and positioning of services - Need and Importance of Segmenting, Targeting, Position (STP) - Problems of segmentation - Planning and creating of services - Identifying and classifying supplementary services - Product life cycle of services - Branding of services - New Service development - Pricing of services - Objectives - Approaches - Methods - Problems in pricing.

**UNIT - III: DISTRIBUTION AND PROMOTION OF SERVICES:**

Distribution in a services context - Service location decision - The type of contact - options for service delivery - Service delivery in cyberspace - Decisions about time and place of delivery modes of delivery - The role of intermediaries -. Distribution channels - Designing the communication mix for services - Objectives of communication - Challenges and opportunities.

**UNIT - IV- RETAILING INTRODUCTION:**

Retailing – Meaning - Significance of Retailing- Types of Retail formats - Traditional retail formats - Modern Retail formats - Retailing in India - Emergence of organized retailing in India - Retailing ethics career opportunities in retail.

**UNIT - V: CONTEMPORARY ISSUES IN RETAILING:**

Non store retailing- Electronic retailing – The emergence of World wide web – Advantages of e-tailing- franchising - Need and importance - Foreign Direct Investment in India – Information Technology in retailing - Rural retailing - Visual merchandising and store design - Mall management.

**SUGGESTED READINGS:**

1. Christopher Love lock, Jochen Wirtz & Jayanta Chatterjee: Services Marketing - Pearson
2. Hoffman: Services Marketing, 3e Thomson 2007
3. Govind Apte: Services Marketing, Oxford University Press
4. C. Bhattacharjee: Service Marketing, Excel Book
5. Kenneth E. Clow, David L. Kurtz: Service Marketing, Biztantra
6. Adrian Payne: Essence of Services Marketing, Adrian Payne, PHI
7. Jha, S.M: Services Marketing, Himalaya Publishing House
8. Levy & Weitz : Retailing Management, Tata Mcgraw Hill.
9. Chetan Bajaj, Rajnish Tuli and Nidhi V Srivastava: Retail management. Oxford.
10. Swapna Pradhan: Retailing management Text and Cases, Tata McGraw Hill.

**CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

PAPER CODE: COM 304 MKG  
PPW: 5

EXAM DURATION: 3 HOURS  
MAXIMUM MARKS: 80+20 IA

**UNIT-I: INTRODUCTION TO CONSUMER BEHAVIOR:**

Consumer behaviour - Consumer needs and motivation - Stages In Consumer decision making - Types of Consumer decision making - Consumers shopping styles and trends - Information search and consumers decision making - Information search and marketing strategies - Dimensions of information search - Impulse Buying of Consumer.

**UNIT-II: MODELS OF CONSUMER BEHAVIOR:**

Models of consumers - Four views of consumer decision making: Economic, Passive, Cognitive, Emotional - Howard sheth Model - Engel, Kollat and BlackWell Model - Case studies with reference to India.

**UNIT-III: DETERMINANTS OF CONSUMER BEHAVIOUR:**

Motivation: Abraham Maslow's need Herzberg's two factor theory - Sigmund Freud's Psychoanalytical model of Motivation.

Perception: Selective attention - Exposure and Subliminal perception - Perception Process - Factors for perceptual distortion.

Learning: Pavlovian & Skinner's approaches in Stimulus Response Theories - Leon Festinger's Cognitive Dissonance Theory.

Beliefs and Attitudes: Cognitive - Affective and Action oriented Attitude.

Consumer personality: Theories of personality.

**UNIT-IV: INTRODUCTION TO MARKETING RESEARCH:**

Meaning- Marketing Research - Need and importance - Marketing research and marketing Information systems - Marketing research process -Steps in marketing research - Forecasting and marketing research - Basic tools used in marketing research including Focus group method, Survey Methods - Measurement and scaling - Questionnaire Design.

**UNIT-V: PLANNING THE RESEARCH PROJECT:**

Problem formulation - Research objectives - Statement of Hypothesis - Research problem - Research Design - Components of research design - Data Collection Techniques - Sample Design - Data Collection - Analysis and Interpretation - Research Report - Components of the Research Plan - Report writing.

**SUGGESTED READINGS:**

1. Leon and Schiffman and Leslie Lazar Knuk: Consumer Behavior, Pearson
2. Blackwell: Consumer Behaviour, Thomson
3. Suja Nair: Consumer Behaviour, Himalaya Publishers.
4. Assael: Consumer Behaviour, 6e Thomson
5. Paul, Donald, Herald: Research for Marketing decisions, Prentice Hall (India)
6. Zikmund: Exploring Marketing Research, 8e, Thomson
7. Naresh K. Malhotra: Marketing Research, An applied Orientation, Pearson Education Asia.
8. Churchill: Marketing Research, Thomson.

## **SUPPLY CHAIN MANAGEMENT AND CUSTOMER RELATIONSHIP MANAGEMENT**

PAPER CODE: COM 403 MKG  
PPW: 5

EXAM DURATION: 3 HOURS  
MAXIMUM MARKS: 80+20 IA

*OBJECTIVES: Course enable the students to learn Integrated planning coordination and control of all logistical business processes and to learn a few basic aspects of CRM*

### **UNIT-I: INTRODUCTION TO SCM:**

Meaning – Need – Origin - Elements of SCM - Future trends in SCM - Purchasing issues in SCM - Role of purchasing in an organization - Purchasing process - Sourcing decisions - Role of supply base - Supplier selection - Purchasing organization - Centralized Vs Decentralized - International purchasing/global sourcing.

### **UNIT-II: SUPPLIER RELATIONSHIP AND SOURCING STRATEGIES:**

Developing successful partnership - Supplier evaluation & certification - Supplier Relationship Management software - Supplier management and alliance Development - Use of E-procurement system - Rewarding Supplier Performance - Bench marking sourcing practices - Third party SCM services.

### **UNIT-III: OPERATIONS AND DISTRIBUTION ISSUES IN SCM:**

Demand forecasting and collaborative planning, forecasting and replenishment - Matching supply and demand forecasting techniques - Qualitative and Quantitative methods - Software solutions - Domestic and International transportation - Impact of transportation on SCM - Fundamentals of transportations - Warehousing - Transportation management - E-commerce & transportation.

### **UNIT-IV: INTRODUCTION TO CRM :**

Marketing/Commerce in the 21<sup>st</sup> century - Changing marketing environment - The value Discipline Model - The new (e) marketplace - Its impact on customer loyalty - CRM definition - Components of CRM - CRM concepts - Goals of CRM - CRM functions - Customer Experience Management - Back office and front office functions.

### **UNIT-V: CRM IN MARKETING**

CRM marketing initiation - Cross-selling and up selling - Behavior prediction - Customer life time value - Call centre and customer care measurement - Analytical CRM - The Concepts of Data Warehouse - Data mining - Click stream analysis - Personalization - Operational CRM.

### **SUGGESTED READINGS:**

1. Principles of SCM: Wisner Thomson,
2. Introduction of SCM: Bozarth Y Hand Field.
3. CRM Hand Book: Jylldyche, Pearson Education.
4. CRM: Judith W Kincaid, Pearson Education.
5. Customer Relationship Management: Wagner, Thomson.

## INTERNATIONAL MARKETING

PAPER CODE: COM 404 MKG/INB  
PPW: 5

MAXIMUM MARKS: 80+20 IA  
EXAM DURATION: 3 HOURS

**UNIT- I: INTRODUCTION TO INTERNATIONAL MARKETING:**

Definition - Developing a global awareness – Concepts (Domestic Market, Extension Concept, Multi-domestic Market Concept, and Global Marketing Concept) - Driving forces (Market needs, Technology cost, Quality, Communication and Transportation, Leverage) - Restraining forces (Market differences, History, Myopia, Organizational culture, National controls/ Barriers to entry) - Domestic marketing Vs. International marketing.

**UNIT-II: INTERNATIONAL MARKETING ENVIRONMENT:**

Economic Environment: Economic Systems (Capitalist, Socialist & Mixed) - Market Development (Stages of Market Development, Low-income, High Income, Location of income, Location of population, Marketing of Economic Development) - Global Environment - Political Environment - Multiplicity of Political Environments (Foreign Politics Domestic Politics, International Politics) - Types of Political System (Parliamentary, Absolutist, Two-Party, Multi-party, Single Party, Dominated single party) - Political Risks of Global Business - Sovereignty of nations - Stability of government policies.

Legal Environment: Multiplicity of legal environment (Domestic, Foreign, and International) - Bases for legal system - Commercial Law within countries (Marketing laws, Green Marketing and Anti-trust) – Bribery - Gray Market – Counterfeiting - Protection of Intellectual Property Rights.

Cultural Environment: Culture and its characteristics - Elements of culture - Cultural Knowledge - Cultural Values.

Business Customs in International Marketing: Required Adaptation - Methods of doing business - Business Ethics.

**UNIT-III: INTERNATIONAL MARKETING SEGMENTATION, TARGETING AND FOREIGN MARKET ENTRY STRATEGIES:**

Global Segmentation, Targeting and Positioning - Research Process (Defining the problem, establishing research objectives, sources of data etc.) - Research on Internet - Planning for global markets (Company objectives and Resources, International commitment and Planning process) - Criteria for selecting a foreign market entry strategy - Foreign Market Entry Strategies (Exporting, Branches, Subsidiaries, Licensing, Agents and Distributors, Joint Ventures, Manufacturing, Assembly Operations, Management Operations, Management Contracts, Turnkey Operations, Acquisitions, Internet, Franchising, Consortia, Counter-trade, Strategic international alliances, Foreign direct investment, Factoring and forfeiting).

**UNIT-IV: INTERNATIONAL MARKETING MIX: PRODUCT AND PRICING DECISIONS:**

Product Decisions: Product and analysis of Product components - Product adoption - Physical or Mandatory requirements and adaptation - Product alternatives, Screening products for adaptation - Product standardization vs. Product adaptation - Green Marketing and Product Development - Brands (Global, National, and Private) – Packaging - Inter-national Product Life Cycle - International Product - Promoting Industrial Product - Marketing Services' globally (Services opportunities in global markets, entering global markets, Market environment for business services).

Pricing Decisions: Approaches to international Pricing (Full cost vs. Variable cost pricing, skimming and Penetration pricing) - Dumping - Types of dumping (Sporadic, Predatory, Persistent and Reverse dumping) - Price distortion – Inflation - Transfer Pricing - Administered Pricing (Cartels, Government influenced pricing) - Counter-trade.

### **UNIT- V: INTERNATIONAL MARKETING MIX: DISTRIBUTION & PROMOTION DECISIONS:**

Distribution Decisions: Channel Constraints - Channel Terminology - Distribution Patterns - General Patterns ( Middlemen services, Line Breadth, Cost and Margins, Channel length, Non-existence channels, blocked channels, stocking, Power and competition - Retail Patterns (Size Patterns, Direct Marketing) - World Wide Web (Special issues, Promotion) - Alternative middlemen choices (Home country middlemen, Foreign country middlemen, Government affiliated middlemen) - Determinants of Channel types (Legal regulations, Product image, Product characteristics, Middlemen loyalty and conflict, Local customs, Power and Coercion, Control) - Channel structure (Consumer Products, Industrial Products).

Promotion Decisions: Promotion Mix Concept - Personal Selling (Personal Selling vs. Advertising, Vary quality, inter-cultural negotiations, Motivation, Telemarketing, Expatriate Personnel) - Publicity (Nature, Management, Negative Publicity) - Sales Promotion (Nature, and Restrictions - Overseas Product exhibitions - Global Advertising Concept - Global creative challenges - Internet (A media-mix alternative) - Advertising Agency Standardized international advertising - Developing cultural awareness.

### **SUGGESTED READINGS:**

- 1.Czinkota : International Marketing, Thomson;
- 2.Sak Onkvisit and John J. Shaw: International Marketing: Analysis & Strategy, PHI;
- 3.Warren J. Keegan: Global Marketing Management, PHI;
- 4.Roger Bennet: International Marketing: Strategy. Planning Market Entry & Implementation, Kogan Page Ltd., U.K;
- 5.Philip R. Cateora and John L.Graham: International Marketing, TMH;
6. Doole: International Marketing Strategy, Thomson.



TAXATION**DIRECT TAXES**

PAPER CODE: COM 303 TAX  
PPW: 5

EXAM DURATION: 3 HOURS  
MAXIMUM MARKS: 80 + 20IA

**OBJECTIVE:** *to acquaint the students with the theoretical and practical aspects of direct taxes including wealth taxes and to make them use computer packages for tax calculations.*

**UNIT-I: INTRODUCTION TO DIRECT TAXES:**

Features of Direct Taxes - Types of Direct Taxes - Overview of Income Tax Act 1961 - Basic Concepts: Person – Assessee - Previous Year and Exceptions - Assessment Year Income - Gross Total Income - Taxable Total Income - Residential Status - Incidence of Tax - Permanent Account Number (PAN) – Tax Account Number (TAN) - Income Tax Authorities - Functions (Theory Only).

**UNIT-II: ASSESSMENT OF INDIVIDUALS:**

Clubbing of Income - Set off and carry forward of losses - Permissible Deductions from Gross Total Income - Computation of Total Income and Tax Liability (Students should be given computed income under five heads for calculation of tax liability) (Theory and Problems).

**UNIT-III: HINDU UNDIVIDED FAMILIES:**

Schools of Hindu Law - Residential Status of HUF - Partition of HUF - Impartible Estate - Income not to be treated as family income - Assessment of HUF (Theory and Problems).

**UNIT-IV: ASSESSMENT PROCEDURES:**

Filing of Different Types of Returns of Income - Types of Assessment - Deduction and collection of Tax at source - Advance Tax - Recovery of Tax - Modes of Recovery and Refund Appeals and Revision - Penalties and Prosecutions (Theory only).

**UNIT-V: WEALTH TAX:**

Definitions – Assessee - Assessment Year – Assets - Net Wealth - Valuation Date - Rates of Tax - Persons liable for Tax - Charge of Wealth Tax - Deemed Assets - Assets exempt from Wealth Tax (Theory and Problems).

**SUGGESTED READINGS:**

1. Vinod K. Singhania: Taxman's Direct Tax Laws
2. Bhagawati Prasad: Direct Tax Laws and Practice
3. B.B. Lal and N. Vashisht: Income Tax, Wealth Tax and Tax Planning
4. Manmohan: Direct Taxes with Tax Planning aspects
5. Girish Ahuja and Dr. Ravi Gupta: Direct Tax Law and Practice and Tax Planning.
6. V.P. Gaur and D.B. Narang Income Tax Law and Practice – Kalyani Publications.

## INDIRECT TAXES

PAPER CODE: COM 304  
PPW: 5

EXAM DURATION: 3HRS.  
MAX. MARKS: 80+20IA

OBJECTIVE: *to acquaint the students with the basics and latest developments in the areas of Indirect taxes.*

### **UNIT-I: INTRODUCTION TO INDIRECT TAXES AND CENTRAL EXCISE:**

Introduction to Indirect taxes: Features - Types of Indirect taxes - Differences - Merits and demerits - Constitutional provisions relating to Indirect taxes.

Overview of Central Excise: Central Excise Act - Central Excise Tariff Act - Central Excise Rules - Important terms and definitions under Central Excise Act: Goods, Excisable goods, Assessee, Assessable value, Manufacture, Manufacturer - An overview of Organisation and Authorities under CEA.

### **UNIT-II: GENERAL PROVISIONS UNDER CENTRAL EXCISE ACT:**

Registration – Valuation - Removal of goods - CENVAT: Meaning, Salient features - Definition of input and capital goods, input service - Determination of transaction value: Classification, Importance, Rules and guidelines to determine correct classification - Assessment procedure for manufactured and unmanufactured goods (simple case studies) (Theory only)

### **UNIT-III: CUSTOMS ACT:**

Meaning of Customs - Organisation and operational authorities of Customs Act - Classification for Customs - Types of Customs duties - Exemptions - Determination of value of imported goods for purpose of calculating countervailing duty (Section 12) - Essential conditions for determination of value (Section 14) (Theory only)

### **UNIT-IV: ANDHRA PRADESH VALUE ADDED TAX & CENTRAL SALES TAX ACT:**

APVAT: Important terms and definitions - Registration - Assessment procedure - Appeals - Revision - Recovery and refund of tax.

CST Act: Introduction - Objectives - Principles determining in the course of interstate sale - Outside a state - Import and export - Determination of turnover - Rates of tax (common aspects of APVAT and CST) (including problems).

### **UNIT-V: SERVICE TAX:**

Significance of service sector and rationale for service tax - Meaning and growth of services - Charging of service tax – Negative list - Taxable service - Taxable event - Person who has to pay service tax - Service provider and service receiver - Registration - Records - Payment of tax - Service tax credit - Assessment of some services: telephone, stockbrokers, advertising agencies, courier, insurance, customhouse agents, company secretary and other professionals. (when a new services is added, must be covered) (Theory and simple problems).

### **SUGGESTED READINGS:**

1. V. S. Datey: Indirect Taxes, Taxmann Publishers
2. P.S. Chandrasekhar: Essays on Central Sales Tax Act, Sai Publications, Hyderabad
3. Service Tax: Taxmann Publications
4. AP Valued Added Tax Ordinance & Rules: Issued by Commissioners Taxes
5. Gaur & Narang: Wealth Tax Act and Central Sales Tax Act, Kalyani Publishers
6. Bare Acts of Indirect Taxes.

**BUSINESS AND CORPORATE TAXATION**

PAPER CODE: COM 403 TAX  
PPW: 5

EXAM DURATION: 3HRS.  
MAX. MARKS: 80+20IA

*OBJECTIVE: to acquaint the student with the Theoretical and Practical aspects of Assessing Partnership Firms, Companies, Co-operatives and Trusts.*

**UNIT-I: ASSESSMENT OF PARTNERSHIP FIRMS:**

Meaning of Partnership Firm - Conditions for Assessment as a firm U/S 184 and 185 - Treatment of interest and remuneration paid to partners U/S 40(b) - Computation of Total Income - Assessment of Partners of Firm - Change in constitution of Firm Succession of one firm by another firm - Assessment of dissolved or discontinued firm (Theory and Problems).

**UNIT-II: ASSESSMENT OF PARTNERSHIP FIRMS ASSESSED AS AOP:**

Partnership Firm Assessed as Association of Persons (AFAOP) - Computation of Total Income - Allocation of PFAOP's - Total Income - Treatment of share of income received by partners of PFAOP (Theory and Problems).

**UNIT-III: ASSESSMENT OF COMPANIES-I:**

Meaning of Company - Types of Companies - Computation Procedure - Taxable income - Deductions - Tax Liability - MAT - Carry Forward and set off of losses - Tax on Distributed Profits - Tax on income distributed to Unit holders - Tax on income receipt from venture capital companies and funds (Theory only).

**UNIT-IV: ASSESSMENT OF COMPANIES – II & OTHER TAXES:**

Companies: Computation of total income of companies - Determination of Tax Liability (Problems).  
Other Taxes: Security Transaction Tax - Tonnage Tax (Theory and Problems).

**UNIT-V: ASSESSMENT OF CO-OPERATIVES AND TRUSTS:**

Cooperative Societies: Meaning - Deduction u/s 80(p) - Other deductions - Computation of Tax (Theory and problems).

Trusts: Definition – Creation – Registration - Types of Trusts - Tax Exemptions - Accumulation of income - Income not exempted - Assessment of Trust (Theory and problems).

**SUGGESTED READINGS:**

1. Vinod K. Singhania: Taxman's Direct Tax Laws.
2. Bhagawati Prasad: Direct Tax Laws and Practice
3. B.B. Lal and N. Vashisht: Direct Taxes, Income Tax, Wealth Tax and Tax.
- 4.V.P. Gaur and D.B. Narang Income Tax Law and Practice- Kalyani Publications
5. Manmohan: Direct Taxes with Tax Planning aspects
6. Girish Ahuja and Dr. Ravi Gupta: Direct Tax Law and Practice and Tax Planning.

## **INTERNATIONAL TAXATION**

PAPER CODE: COM 403 TAX

EXAM DURATION: 3HRS.

PPW: 5

MAX. MARKS: 80+20IA

OBJECTIVES: *Course emphasizes on tax treaties and tax laws of various countries and analyses importance of the same.*

### **UNIT-I: AN OVERVIEW OF INTERNATIONAL TAXATION:**

International Taxation - Definition - Conflicts - Double Taxation - Double Tax treaties - Domestic Tax system - Anti avoidance measures - International Tax Planning - International Tax Law - Definition - International Tax Principles and tax treaties.

### **UNIT-II: TAX TREATIES:**

Need - Purpose - Nature of work - Relief - Benefits - Historical Overview of tax treaties - Model tax conventions - Work prior to league of nations - League of Nations work - Mexico model convention - London model of convention - OECD work - United Nations work.

### **UNIT-III: IMPACT OF DOMESTIC TAX SYSTEMS:**

Resident Vs Non Resident - Tax residence - Full Vs Limited taxation - Residence of Individuals, Companies and other entities - Domicile under common law.

Source of Income / Gain - Rules - Conflicts - Basis of Tax Computation - Tax rate - Base - Accounting policies - Allowances - Disallowances - Incentives - Withholding taxes.

Treatment of tax losses: Revenue, Capital, Foreign branch losses - Group taxation (Categories only) - Passive income: Dividend, Interest, Royalty, Capital gains.

Foreign tax relief - Expense deduction - Exemption method - Foreign tax credit - Direct, Indirect tax sparing credit limitations - Excess foreign tax credit (Country examples such as India, Asia Pacific Countries, United States of America, UK, Japan, Singapore, Australia, Mauritius).

### **UNIT-IV: TAX LAWS OF VARIOUS COUNTRIES:**

Salient features of tax laws: Asia Pacific Countries - United States of America - UK - Japan - Singapore - Australia - Mauritius.

### **UNIT-V: TRANSFER PRICING:**

International transactions - Associated enterprises - Arms length price - Computation of arms length price - Transfer pricing under Domestic Tax Law and under tax treaties - Authorities of advance rulings - Deduction of Tax at Source U/S 195 & DTAA.

### **SUGGESTED BOOKS:**

1. Basic International Taxation - Principles: Roy Rohatgi, Taxmann, Second Edition, Vol. – I;
2. Basic International Taxation - Practice: Roy Rohatgi, Taxmann, Second Edition, Vol. – II;
3. Direct Taxes - Law & Practice: Vinod K. Singhania & Kapil Singhania, Taxmann;
4. The Law and Practice of Tax Treaties: An Indian Perspective - Nilesh Modi, Rajesh Kadakia, Wolters Kluwer India Pvt. Ltd.;
5. CCH India Master Tax Guide, PWC;
6. CCH International Master Tax Guide, PWC;
7. Commentary to OECD Model Tax Convention and UN Model Convention;
8. CA Course Material.

**INTERNATIONAL BUSINESS****INTERNATIONAL TRADE - THEORY AND PRACTICE**

PAPER CODE: COM 304 INB

EXAM DURATION: 3 HOURS

PPW: 5

MAXIMUM MARKS: 80+20IA

OBJECTIVE: *to provide the knowledge of international business and acquaint students with latest development in international business*

**UNIT-I: INTERNATIONAL TRADE THEORIES:**

Why countries - Age of mercantilism - Classical trade theory - Theory of absolute advantage - Theory of comparative advantage - Factor Proportions trade theory - International investment and Product cycle theory - New trade theory: strategic trade - Competitive advantage of nations - Gains from international trade.

**UNIT-II: REGIONAL INTEGRATION:**

Levels of Economic Integration - Free trade area - Customs union - Common nearest - Economic union - Arguments surrounding economic integration - Trade Creation and trade Diversion - Economies of Scale - Price - Factor Productivity - Regionalism us Nationalism - European integration - EU - NAFTA - SAARC - ASEAN - Other economic alliances - Pros and Cons of integration.

**UNIT-III: WORLD TRADE ORGANIZATION AND GATS:**

Free Trade Vs. Protection - Forms of trade regulation - Restrictions of imports - Tariffs - Quotas - Non tariff barriers - Dumping - Trade barriers - Restrictions of exports - Export promotion - Import promotion - Investment Promotion home and host country perfectives.

**UNIT-IV: MANAGEMENT OF EXCHANGE RATE RISK AND INTERST RATE RISK:**

Basic principles of multilateral trade negotiation – GATT and its early rounds – Uruguay round agreements – W.T.O.: Functions, Organizational structure, Settlement of Disputes, W.T.O. and India – Origin of UNCTAD – Major areas of negotiations – Recent developments and challenges.

**UNIT-V: BALANCE OF PAYMENTS:**

Structure of Balance of Payments – Current account and capital account transaction – Official reserves account – Equilibrium – Disequilibrium and adjustment – Different approaches to BoP adjustment – Recent trends in India is BOP.

**SUGGESTED READINGS:**

1. International Business-Concepts, Environment and Stragty: Vyuptakesh Sharah, Reason;
2. International Business: Michel R. czinrotx, Iikka A. Ronkainen and Michel H. Mobbelt, South - Western Chantage Learning;
3. Interational Business-Text and Casses: D. Suffa Rao, Himalaya Publications;
4. International Trade-Selected readings: Bhagwati J, CUP-Massachusetts;
5. Internationa Business Environment: Sundaram and Black, Prentice Hall
6. International Business: Francis cherunilam;
7. International Business: Charles Hill;
8. Communicating Globally, Inter cultural communication and IB: Wallace Schmidt, Saya publications.
9. Cross Cultural Management, Essential Concepts: David Thomas, Saya Publications;
10. IB-Competing in the Global Market Place: Irwin, MC Graw Hill.
11. Panayariya.A (ZooH), “Miracles and Debracles In defense of trade openness” – the world economy, Vol.27,No.8, pp 1149-1171;
12. Frankel.J & D. Romer (1999), “Does trade cause growth”, American Economic Review, Vol.89, No.3, pp379-399;
13. Lopez, R.A, “Trade and Growth: Reconciling the Macro economic and micro economic Evidence”, Journal of Economic review, Vol.19, No.4, pp.623-648;

**INTERNATIONAL BUSINESS ENVIRONMENT**

PAPER CODE:COM 403 INB  
PPW: 5

MAXIMUM MARKS:80+20 IA  
EXAM DURATION: 3 HRS.

*OBJECTIVE: to provide the knowledge of international business environment and strategic management of international business environment.*

**UNIT-I: INTRODUCTION TO INTERNATIONAL BUSINESS (IB):**

Concept and process of globalization – Meaning and Importance of IB – Domestic Business Vs. International Business – Factors influencing IB trends – Modes of IB – Determinants of entry modes – Role of MNCs – Problems and Prospects.

**UNIT-II: INTERNATIONAL BUSINESS ENVIRONMENT:**

Political environment – Legal environment – Economic environment – Socio environment – Cultural environment – Ethical environment – Environmental forces influencing IB prospects and Challenges involved.

**UNIT-III: MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS:**

Location for production – Options – Factors influencing location decision – Management of inventory methods – Sourcing of inputs – Modes of Procurement – International Logistics – Transportation issues – Services – Barriers to international Services – Major services – Off shoring of corporate services – Factors influencing – India's status with reference to all the above aspects.

**UNIT-IV: STRATEGIC MANAGEMENT OF INTERNATIONAL BUSINESS :-**

Strategies - Different approaches to strategy formulation-porter-pro and Hamel-Yip-levels of strategy formulation: Corporate, Business, Department levels - Strategic Planning Process – Centralized Vs. Decentralized Planning – Organizational structures – Process of control – features of an effective control system.

**UNIT-V: GLOBAL TECHNOLOGY MANAGEMENT:**

Technology and IB Meaning – Technology as a strategic asset - Technological strategy – Development – Acquisition – Audit - Problems of Technology management - Production of technology - IT in IS.

**SUGGESTED READINGS:**

1. International Business-Concepts, Environment and Strategy: Vyuptakesh Sharah, Reason;
2. International Business: Michel R.czinrotx, Ilkka A.Ronkainen and Michael H. Mobbelt, South – Western Cengage Learning;
3. International Business-Text and Cases: D.Suffa Ra, Himalaya Publications;
4. International Business Environment: Sundaram and Black, Prentice Hall;
5. International Business: Francis Cherunika;
6. International Business: Charles Hill;
7. Communicating Globally, Inter cultural communication and IB: Wallace Schmidt, Sava publications;
8. Cross Cultural Management-Essential Concepts: David Thomas, Sava publications;
9. IB, Competing in the Global Market Place: Irwin, MC Graw Hill.

**INSURANCE****PRINCIPLES AND PRACTICE OF LIFE AND HEALTH INSURANCE**

PAPER: COM 303 INS

MAXIMUM MARKS: 80+20 IA

PPW: 5

EXAM DURATION: 3 HOURS

OBJECTIVE: *to acquaint the student about the changing scenario in Life & Health Insurance.***UNIT-I: RISK MANAGEMENT:**

Managing Personal Risks: Premature Death, Superannuation, Disability, Unemployment, Managing Risks Associated with Premature Death: Identifying and Measuring Risks Associated with Premature Death - Amount of Life Insurance to Own - Approaches for Estimating Optimal Life Insurance.

Protection: Human Life Value Approach - Needs Approach - Capital Retention Approach - Risk Associated with Superannuation - Risk of Outlining the Retirement Accumulation - Estimating the Accumulation Need - Risks Associated with Disability - Needs Analysis for Disability Risk - Available Resources to Meet the Disability Risk - Providing for the Gap Between Needs and Available Resources - Evaluating Medical Expenses Exposure - Managing Risk of Unemployment - State Unemployment Insurance Programmes - Risk Retention and Risk Reduction.

**UNIT-II: LIFE INSURANCE – INTRODUCTION:**

Types of life insurance Contracts - Term and Cash Insurance - Level Premium Concept - Life Insurance products - Types of Term Insurance - Whole Life Insurance: Ordinary Life Insurance, Limited payment Life Insurance, Endowment Life Insurance - Variation of Whole Life Insurance: Variable Life Insurance, Universal Life Insurance, Variable Universal Life Insurance, Current Assumption whole life insurance, Indeterminate Premium Whole Life Insurance - General Classifications of Life Insurance: Ordinary Life Insurance, Industrial Life Insurance Group Life Insurance, Credit Life Insurance - Computation of Life Insurance premium: Mortality, Interest, Net Single Premium, Net Level Premium, Reserves on Life Insurance policies - Benefits-Certain and Benefits-Uncertain contracts.

**UNIT-III: LIFE INSURANCE CONTRACTS:**

Inception of the Life Insurance Contract - General Provisions of Life Insurance: Ownership Clause, Beneficiary Clause, Incontestable Clause, Suicide Clause, Grace Period, Reinstatement, Misstatement of Age or Sex Clause; Change-of - Plan Provision, Exclusion And Restrictions, Payment of Premiums, Assignment Clause, Policy Loan Provision - Dividend Options: Cash, Premium Reduction, Accumulate at Interest, Paid-up Additions, Fifth Dividend Option - Term Insurance - Non-Forfeiture Option or Cash Surrender Option - Settlement Options: Interest Option, Fixed Period Option, Fixed Amount Option, Life Income Option - Additional Life Insurance Benefits: Waiver of Premium Provision, Guaranteed Purchase Option, Accidental Death Benefit Rider, Cost of Living Rider - Buying Life Insurance - Determining the Cost of Life Insurance - Rate On Saving Component - Taxation and Life Insurance - Shopping for Life Insurance.

**UNIT-IV: HEALTH INSURANCE:**

Individual Health and Disability Income Insurance - Types of Individual Health Insurance Coverage: Hospital-Surgical Insurance, Major Medical Insurance, Long Term Care Insurance, Disability Income Insurance - Need for Disability Income Insurance - Short Term Versus Long term Disability Coverage Health Insurance for the Elderly, Long Term Care Insurance - Shopping for Health Insurance - Employee Benefits: Group Life and Health Insurance, Group Insurance, Group life Insurance Plans, Group Health Insurance Plans, Group Disability - Income Insurance.

**UNIT-V: INSURANCE COMPANY OPERATIONS:**

Rate Making – Underwriting – Production - Claim Settlement – Reinsurance - Life Insurance Industry in India - Government Insurance Units - Private Players - Emerging Scenario - Marketing Systems - Distribution Channels - Agents and Brokers - Changes in Distribution System - Government regulation of Insurance - Rationale of Regulation - Function of IRDA, IITDA Regulations - Issues in Insurance Regulation.

**SUGGESTED READINGS:**

1. Vaughan, E.T & T. Vaughan: Fundamentals of Risk Insurance, John Wiley & Sons
2. Course material and books published by 'Insurance Institute of India, Mumbai'
3. Rejda, G.E: Principles of Risk Management and Insurance (Seventh Edition), Pearson
4. Treischmann: Risk Management & Insurance, Thomson
5. Chance: Introduction to Risk Management and Derivatives, Thomson.



## **PRINCIPLES AND PRACTICE OF GENERAL INSURANCE**

PAPER: COM 304 INS  
PPW: 5

MAXIMUM MARKS: 80+20 IA  
EXAM DURATION: 3HOURS

OBJECTIVE : *to acquaint the student with the techniques of General Insurance.*

### **UNIT-I: RISK, RISK MANAGEMENT AND INSURANCE:**

Risk, Uncertainty, Peril and Hazard, definition of Risk of Loss, Classifications of Risks, Growth Number of Risk, Increasing Severity of Losses.

Managing Risk, Risk Management by Individuals, Businesses and Society, Tools Of Risk management Risk Control; Risk Financing, Risk Management as a Business function, Risk Management and Value Creation, Process of Risk Management, Identifying and Evaluating Potential Losses, Selection of Risk, Treatment Devices.

Property and Liability risk Exposure, Life, Health and Loss of Income Exposure, Methods of Risk Management: Non Insurance Methods, Risk Avoidance, Loss Control, Risk Retention, Risk Transfer.

Insurance as a Risk Management Technique, Nature of Insurance, Risk Sharing And Risk Transfer, Law of Large Numbers, Risk Reduction Through Pooling Benefits and Costs of Insurance.

### **UNIT-II: LEGAL PRINCIPLES IN INSURANCE:**

Principles of Indemnity, Insurable Interest, Subrogation and Utmost Good Faith, Proximate Cause Requisites of Insurance Risks, Insurance and Law of Contracts, Distinguishing Legal Characteristics of Insurance Contracts.

Insurance Policy Provisions, Definitions, Declarations, Insuring Agreement, Exclusions, Conditions, Miscellaneous Provisions, Endorsements, Cover Note, Warranties, Interpretation of Insurance Policy.

### **UNIT-III: PROPERTY LOSS EXPOSURES AND GENERAL INSURANCE COVERAGES:**

General Insurance Policies - Types of Coverage.

Commercial Property Loss Exposures, Personal Property Loss Exposure, fire And Allied perils, Declaration and Floating Policy, Business Interruption Insurance, House Owners policy, Boiler and Machinery Insurance, Marine Cargo Insurance: Law and practice.

### **UNIT-IV: AUTOMOBILE INSURANCE:**

Act only Cover, Third Party Property Damage and Bodily Injury Cover, Liability Exposures, Types of Liability Damages, Criminal and Civil Law.

Torts, Law of Negligence, Defence Against Negligence Claims, Types of Liability Exposures, Professional Liability Insurance.

### **UNIT-V: RATE-MAKING IN GENERAL INSURANCE:**

Claims Procedures, Surveying and Loss adjusting, Agents and Brokers, Insurance Laws and Insurance Regulation in India, General Insurance Industry In India ., Public Sector Players, Private Sector Players, Channels of Distribution Of Insurance, relative Merits and Drawbacks of Different Channels, changes in the Distribution System in India, Co-insurance and Reinsurance, Essential Principles of Reinsurance, Reinsurance in India.

### **SUGGESTED READINGS:**

1. Vaughan,E.Tand T.Vaughan: Fundamental of Risk and Insuance, John Wiley & Sons
2. Rejda G.E: Principles of Risk Management and insurance, Pearson Education
3. Luthardt: Property and Liability Insurance Principles, Insurance Institute of America,
4. Stulz: Risk Management management & Derivatives, 2e, Thomson
5. Chance: Introduction to Risk Management and Derivatives, Thomson.

**INSURANCE: ACTUARIAL SCIENCES**

PAPER CODE: COM 403 INS  
PPW: 5

MAX. MARKS:80 + 20 IA  
EXAM DURATION: 3 HOURS

**UNIT-I:**

Introduction to statistics - Random variables Meaning - Central Limit theorem - Derivation – Applications - Probable experience - Actual experience - Law of large numbers - Application of the Law of Insurance.

**UNIT-II:**

Probability distributions: Normal, Binomial and Poisson and their essential properties - Probability distribution used in Risk management and Rationale of their use - Estimation: Method of Estimation, Use of Estimates in Insurance - Monte Carlo Simulation: Use of Monte Carlo Method.

**UNIT-III:**

Mean - Variance Analysis - Computation of Mean and Variance - Variance as a measure of risk - Discrete Term - Structure models - Modeling stochastic term structure - Interest - Sensitive cash flows - Valuation of Interest - Sensitive cash flows.

**UNIT-IV:**

Mortality tables - Probabilities of Survival and Death - Computation of mortality rates - Preparation of mortality tables - Mortality tables for insurance and for annuities - Valuation of Life Insurance Risks and Principles underlying - Determination of Life Reserves: Meaning, Methods of calculation of Life Reserve: Terminal, initial and mean reserves - Actuarial Analysis of pension plans.

**UNIT-V:**

Regression Theory - Computation of Partial and Multiple Linear regressions - Liability Cash Flows - Modeling Liability Cash Flows.  
Measuring the effectiveness of Risk Management - Products with basic risk - Credit risk metrics.

**SUGGESTED READINGS:**

1. Hossack, LB: J.H. Pollard and B. Zehnwirth, Introductory Statistics with Applications in General Insurance, Cambridge University Press; Cambridge, England.
2. Babbel, David F. and Graig B.Merrill, Valuation of Interest, Sensitive Financial Instruments, Society of Actuaries, Maringale.
3. Whatsham: Futures & Options in Risk Management, Thomson
4. Morgan, J.P.: Introduction to Credit Metrics, J.P. Morgan, New York.
5. Bell, David E. and Authur Shleifer Jr.: Risk Management.
6. Course material and books published by "Insurance Institute of India", Mumbai.

**RETIREMENT PLANNING**

PAPER CODE: COM 404 INS  
PPW: 5

MAX. MARKS: 80 + 20 IA  
EXAM DURATION: 3 HOURS

**UNIT-I:**

Historical background to employees benefits in India - Employees State Insurance (ESI) and its schemes - Provident funds and its schemes - Superannuation and gratuity schemes.

**UNIT-II:**

Group Insurance schemes - Segments of group insurance market - Origin and development of group schemes - Characteristics of groups - Group underwriting - Rate making and experience rating adjustment.

**UNIT-III:**

Gratuity and Super annuity Schemes - Different ways of arranging schemes - Funded schemes and unfunded schemes - Trustee administered and insured schemes - Methods of costing past service benefit and future service benefits - Annual premium and single premium - Method of costing - Definite funding and indefinite funding and controlled funding - Methods - Cash accumulation system of securing gratuity and pension benefits - Determination of contribution - Rates under gratuity and benefit purchase superannuation schemes.

**UNIT-IV:**

Legal aspects and taxation treatment of retirement provisions under provident, gratuity and superannuation funds - Documentation of trust deeds and Rules.

**UNIT-V:**

Date processing and group schemes.

**SUGGESTED READINGS:**

1. Leaflets prepared by the LIC of India.
2. LIC Publications Act.