



UNIVERSITY OF CALCUTTA

Notification No. CSR/ 34 /18

It is notified for information of all concerned that the Syndicate in its meeting held on 13.07.2018 (vide Item No.11) approved the Syllabus and Regulations of Two-Year (Four-Semester) M.Com. Course of Study under CBCS in the Post-Graduate Departments of the University and in the affiliated Colleges offering Post-Graduate Courses under this University, as laid down in the accompanying pamphlet.

The above shall be effective from the academic session 2018-2019.

SENATE HOUSE
KOLKATA-700073
The 13th August, 2018


(Debabrata Manna)

Deputy Registrar (Acting)

Regulation for Two Year (Semesterised) Post Graduate Degree in Master of Commerce Course under Choice Based Credit System, 2018

1. General

- 1.1.** The Regulation shall be known as ***Regulation for Two Year (Semesterised) Post Graduate Degree in Master of Commerce Course under Choice Based Credit System, 2018.***
- 1.2.** The regulation is meant for the course of study leading to the Post-graduate degree in Master of Commerce (hereinafter referred to as M.Com Course or Course) of the University of Calcutta (hereinafter referred to as University) and shall be conducted by the Department of Commerce, University of Calcutta and affiliated Under-graduate Colleges allowed to conduct the Course.
- 1.3.** The Regulation shall come into effect from the Academic Year 2018-19.
- 1.4.** The University may lay down, from time to time, such subsidiary rules of admission, course of study, methods of examination etc., as may be deemed necessary for the maintenance of appropriate standard of University Education.
- 1.5.** The medium of instruction for the M.Com course shall be English only. However, candidates may answer the examination papers in either English or Bengali.

2. Definition of Key Terms Used in the Regulation

- 2.1. Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.
- 2.2. Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed papers (core, elective or any other papers).
- 2.3. Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 2.4. Credit Point:** It is the product of grade point and number of credits for a paper.
- 2.5. Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.
- 2.6. Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points

secured by a student in various papers in all semesters and the sum of the total credits of all papers in all the semesters. It is expressed up to three decimal places.

2.7. Letter Grade: It is an index of the performance of students in a course. Grades are denoted by letters such as A++, A+, A, B+, B, C and F.

2.8. Semester Grade Point Average (SGPA): It is a measure of performance of work done in a semester. It is the ratio of total credit points secured by a student in various papers registered in a semester and the total credits taken during that semester. It shall be expressed up to three decimal places.

3. Course Structure

3.1. The M.Com Course shall be a two year post graduate degree course divided into Four Semesters (each of six months duration).

3.2. The four semesters will be conducted as per the following time frame.

Year	Semester	Time Frame
First Year	First Semester	July – December
	Second Semester	January - June
Second Year	Third Semester	July – December
	Fourth Semester	January - June

3.3. The total marks of the M.Com Course shall be 1100 with the following semester-wise distribution.

Semester	No. of Papers	Total Marks	Total Credit
First Semester	05	250	20
Second Semester	05	250	20
Third Semester	06	300	24
Fourth Semester	06	300	24
Total	22	1100	88

The above structure conforms to Choice Based Credit System (CBCS) with sixteen (16) Core Papers, two (02) Generic Elective Papers as well as four (04) Discipline Specific Elective (DSE) Papers which are offered during the third and fourth semester (two DSEs in each of third and fourth semester). In short, the semester-wise distribution of papers shall be as follows:

Semester	Papers
First Semester	4 Core Papers (Paper No. 101 to 104) 1 Generic Elective Paper (Paper No. 105)*
Second Semester	5 Core Papers (Paper No. 201 to 205)
Third Semester	4 Core Papers (Paper No. 301 to 304) 2 DSE Papers (Paper No. 305 & 306)
Fourth Semester	3 Core Papers (Paper No. 401 to 403) 1 Generic Elective Paper (Paper No. 404)* 2 DSE Papers (Paper No. 405 & 406)

** The Generic Elective (GE) Papers may be opted by students of other disciplines also, provided they are allowed by the respective departments.*

3.4. The Course shall offer five (05) groups of Discipline Specific Electives (four papers in each group) of which only the first two groups shall be offered to the students of Day Section and all five groups shall be offered to the students of Evening Section. However, any specific group shall be offered only if the no. of applicants for that group exceeds 25% of the intake. For this purpose, the choice for selection of the elective group must be made by the students during the second semester at an appropriate time and in an appropriate manner as to be decided by the Department. Every student has to select only one elective group among the groups offered to him. The Elective Groups are as follows:

Elective Group of DSE Papers	Specialization Offered
GROUP A	Accounting & Finance
GROUP B	Banking & Insurance
GROUP C	Marketing Management
GROUP D	Taxation
GROUP E	E-Commerce

3.5. Each paper (Core, GE or DSE) shall have two modules. The paper-wise syllabus of the Course is given in Annexure II. The syllabus, however, shall be amenable to changes, if so required, by the appropriate authorities from time to time.

4. Admission Procedure

4.1. The minimum qualification for the admission to the Course shall be a second class B.Com (Three Year Honours) degree (after completion of 10+2 years' course of study) of University of Calcutta or a similar degree of any other university/ institution as equivalent thereto as per the rules framed by the University of Calcutta from time to time

4.2. Admission process for the Course shall start after the declaration of results B.Com (Three Year Honours) Course of University of Calcutta. The detail guidelines for admission procedure shall be announced by the University.

4.3. Of the total number of seats (i.e., intake), 60% of the seats shall be reserved for the students passing out from the University of Calcutta. Balance 40% of the total seats shall remain open to students of all UGC recognized universities including the University of Calcutta. For the balance 40% seats, selection shall be made on the basis of a written test or by any other appropriate means as decided by the University.

4.4. Reservation Policy, as per the notifications issued by the University from time to time, shall be strictly adhered to during the admission process.

4.5. The applicant must have passed Graduation Examination (i.e. 10+2+3) not earlier than one year from the date of application for the M.Com Course in the University.

4.6. Candidates already admitted in the previous year will not be permitted to take fresh admission again.

4.7. A student who is selected for enrolment in the Course will have to complete admission procedure within the notified time period.

4.8. A candidate admitted to the M.Com. Course shall be registered as a student of the University of Calcutta. Hence the enrolled candidates, who have graduated from the universities other than the University of Calcutta, must get themselves registered with the University of Calcutta within the notified time period.

4.9. A student of M.Com. Course shall not be permitted to seek admission concurrently to any other equivalent or higher degree course in this university.

5. Examination

5.1. Eligibility criteria for appearing for the semester examinations

5.1.1. Students admitted to the M.Com. Course shall compulsorily pursue the regular course of lectures and other academic arrangements made for the Course. A student must have the required attendance to be eligible to appear for the Semester-end Examinations. For this purpose, the required attendance shall be at least 65% of the classes held as a whole in the respective semester. Candidates having attendance of 55% and more but less than 65% will be treated as non-collegiate. These candidates may be condoned by the University and allowed to appear in

the Semester-end Examination. However, they shall have to pay a condonation fee as per the notification. Candidates having attendance of less than 55% shall be treated dis-collegiate and they shall not be allowed to appear in the respective Semester-end Examination.

5.1.2. For the aforesaid purpose, the attendance of a candidate in first semester shall be counted from the date on which the classes begin or from the date on which he/she is admitted, whichever is later. For all the subsequent semesters, the same shall be calculated from the date on which the classes in the respective semester begin. The name of a student, who is continuously absent for 15 working days, shall be struck off the Rolls.

5.1.3. A student against whom there are any disciplinary charges may not be permitted to appear in the Semester-end Examination and written test for Internal Assessment.

5.1.4. A candidate may pursue the course of study of a subsequent semester without appearing in the Semester-end examination of the previous semester subject to clause 5.2.3.

5.1.5. A student, who satisfies the above attendance criteria (5.1.1) and who is not debarred from appearing in the examination for any other reason (5.1.3), must submit the examination form and requisite fee within the stipulated time period as per the notification.

5.1.6. The paper setters, examiners, moderators/board of moderators and re-examiners for each paper shall be appointed by the University Authorities on the recommendations of the Post-graduate Board of Studies.

5.2. Evaluation Process

5.2.1. The evaluation process shall comprise of Semester-end Examination and Continuous Internal Assessment (CIA). For each paper, 80% of the total marks (i.e. 80% of 50 = 40) shall be allotted for Semester-end Examinations and 20% of the total marks (i.e. 20% of 50 = 10) shall be allotted for CIA.

5.2.2. Semester-end Examinations shall ordinarily be conducted as per the following time frame:

Semester	Examination Time Frame
First Semester	December-January
Second Semester	June-July
Third Semester	December-January
Fourth Semester	June-July

Duration of each paper of Semester-end Examination will be of 2 hours.

5.2.3. Out of the 10 (ten) marks allotted for CIA, 8 (eight) marks shall be allotted for Mid-term Assessment (in form of written examination/project/practical in case of Paper No.CC.302 Information Systems and Computer Applications) to be conducted by the Department/affiliated colleges offering the Course. A candidate shall be given only one chance of such assessment (i.e. his first time of being admitted in the respective semester). A student who fails to appear in the Mid-term Assessment will be awarded Zero mark.

5.2.4. An Examination shall be held always under the current syllabus.

5.2.5. The balance of 2 (two) marks allotted for CIA shall be allotted for class attendance in the following manner:

Attendance Percentage	Marks Allotted
80% and more	02 marks per paper
65% and more but less than 80%	01 mark per paper
Less than 65%	Nil

5.3. Minimum Qualifying Marks

5.3.1. Qualifying marks for each paper shall be 40%. A candidate obtaining CGPA 4.000 and above taking all four semesters shall be declared to have passed the M.Com Course. If any paper has theory as well as a practical part, the candidate has to pass in theory and practical part, separately.

5.4. Re-examination

5.4.1. A candidate shall be eligible to have his/her papers re-examined/reviewed if he/she appears at the concerned Semester-end Examination, as a whole.

5.4.2. In any semester, re-examination shall be allowed only in two papers (maximum). However, to be eligible for re-examination, the candidate must obtain at least 40% marks in the remaining papers.

5.4.3. Application for re-examination must be submitted within the stipulated date notified by the University after the publication of results of the respective semester. Requisite fee has to be submitted as per notification.

5.4.4. If the marks after re-examination are reduced by more than 5% or increased by more than 15% (of the total marks in written examination) from the original marks given by the first examiner, the answer scripts shall be subject to evaluation by a third examiner. Among the marks

awarded by the three examiners i.e. first examiner, re-examiner and third examiner, *the average of the two closer marks obtained* will be finally awarded.

5.4.5. Re-examination is not applicable for practical papers, practical part of any paper or for CIA portion of any paper.

5.5 Arrear Papers

5.5.1. An arrear paper is defined as one in which a candidate has failed to secure minimum pass marks (i.e. 40%) or in which he/she remains absent in the Semester-end Examination. A student shall be permitted to appear in such arrear paper(s) only when the respective Semester-end Examination will be subsequently held.

5.5.2. In case of any paper having both theory and practical part to it, a student will have to appear in the next appropriate semester only for the part (theory or practical) in which he/she has failed or was absent.

5.6. Re-enrolment

5.6.1. If a candidate, after having completed a regular course of study in any semester (i) fails to enroll as a candidate for the Semester-end Examination though he/she was otherwise entitled to do so or (ii) fails to enroll as a candidate for the Semester-end Examination due to reason specified in 5.1.1 or 5.1.3 or (iii) registers but fails to appear in the Semester-end Examination or (iv) appears but fails to secure the minimum qualifying marks (in one or more papers), he/she may appear in the semester-end examination of the concerned semester as a non-collegiate student only. Such a student shall not be permitted to appear for the Internal Assessment again (refer to 5.2.3). Such a non-collegiate candidate will need to pay requisite fee as decided by the University Authorities.

5.6.2. A student with disciplinary charges against him/her (refer to 5.1.3), shall be treated separately and such cases shall be forwarded to the University Authorities for final decision.

5.6.3. A candidate will have to complete the course within a period of maximum four years from the date of admission.

6. Grade Point System and Award of Degree

6.1. Grade Point System

6.1.1. Point Grade System shall be followed for the purpose of Grade Point calculation, as shown below.

Percentage of Marks	Letter Grades	Numerical Grade Points
≥ 90% to 100%	A++	9.0 – 10
≥ 80% but < 90%	A+	8.0 – 8.9
≥ 70% but < 80%	A	7.0 – 7.9
≥ 60% but < 70%	B+	6.0 – 6.9
≥ 50% but < 60%	B	5.0 – 5.9
≥ 40% but < 50%	C	4.0 – 4.9
< 40%	F	-
Absent	Ab	-

a) Numerical Grade Point shall not be calculated in respect of a failed paper.

b) The multiplicative factors shall be 0.10 for all Grades for the purpose of calculating numerical Grade Point.

For Example:

If the student secures P %, where $P \geq 40$, his/her grade point will be $[4.0 + \{(P - 40) \times 0.1\}]$ or simply $P \times 0.10$.

If a student scores 52% in a particular paper, his/her grade point for the paper will be $(4.00 + 0.1 \times 12) = 5.20$ or simply, $52 \times 0.10 = 5.2$.

6.1.2. Semester Grade Point Average (SGPA)

The Semester Grade Point Average (SGPA) will be the weighted average of the numerical grade points obtained in all the papers of the given semester, where *Weights* refer to the *Credits* assigned to the concerned papers. If the Numerical Grade Points obtained by a student in different papers of a Semester are denoted by P_i and the credit of the corresponding papers are denoted by C_i , the SGPA will be $[(\sum P_i \times C_i) \div \sum C_i]$ where $i=1$ to n , and n = no. of papers in the respective semester. The SGPA shall be shown in the mark sheet up to the third decimal point.

6.1.3. Cumulative Grade Point Average (CGPA)

Cumulative Grade Point Average (CGPA) over four semesters shall be the weighted average of the four SGPAs.

$CGPA = [\sum (SGPA_j \times C_j) \div \sum C_j]$ where $SGPA_j$ is the SGPA of the j -th Semester, C_j is the total credit of j -th semester used for Grade Point Calculation and $j = 1$ to 4. CGPA shall be calculated and shown up to three decimal places.

The grade of the candidate on the basis of CGPA will be as follows.

CGPA	Letter Grade	Remarks
9.000 - 10.000	A++	Outstanding
8.000 - 8.999	A+	Excellent
7.000 - 7.999	A	Very Good
6.000 - 6.999	B+	Good
5.000 - 5.999	B	Average
4.000 - 4.999	C	Satisfactory
0.000 - 3.999	F	Fail

Both SGPA and CGPA will be rounded off to the third place of the decimal and will be shown as such on the mark sheet. The mark sheet issued at the end of each semester shall include the total marks obtained in each paper / module as well as the SGPA, the total marks obtained in that semester and the credit earned in the Semester concerned. The final marks sheet, on completion of four semesters, shall include the SGPA of four Semesters, CGPA, Letter Grade, the marks obtained, total marks and the total Credits earned.

6.1.4. Grace Marks

A candidate who fails to obtain pass mark (in terms of clauses 5.3) in any paper(s) in any semester for **shortage of one mark** shall be awarded **one grace mark** in such paper(s).

6.2. Award of Degree

- a) If a candidate pursuing M.Com course of study, clears all the papers and secures 40% and above marks in aggregate of all semesters or CGPA 4.000 and above, he/she will be declared as obtaining **M.Com Degree** with his /her CGPA and corresponding Letter Grade (C, B, B+, A, A+ or A++).
- b) Successful candidates [as per clause (a) of 6.2] will be issued Certificate by the University in the format given in Annexure I.

Annexure I

(Registration No.)

(Diploma No.)



UNIVERSITY OF CALCUTTA

*This is to certify that..... (Name)
..... obtained the degree of Master of Commerce with
specialization inunder Semester-wise Choice Based Credit
System in the (Year) in this University and that
he/she obtained..... (A++/ A+/A/ B+/ B/ C) Grade with CGPA
.....*

Senate House

(Date of Publication of Result)

University of Calcutta

Vice-Chancellor

Annexure II

STRUCTURE OF TWO YEAR M.COM COURSE UNDER SEMESTERIZED CBCS SYSTEM

M.COM FIRST YEAR

SEMESTER 1

CC.101. Organisational Behaviour and Human Resource Management (OBHRM)
CC.102. Macroeconomics and Business Environment (MEBE)
CC.103. Statistics for Business Decision (STAT)
CC.104. Direct Tax (DTAX)
GE.105. International Business (IB)

SEMESTER 2

CC.201. Marketing Management (MKTG)
CC.202. Managerial Economics (ME)
CC.203. Operations Research (OR)
CC.204. Indirect Tax and Corporate Tax Planning (ITCTP)
CC.205. Accounting Theory (ACTH)

SEMESTER 3

CC.301. Strategic Financial Management and Business Valuation (SFMBV)
CC.302. Information Systems and Computer Applications (ISCA)
CC.303. Financial Markets and Financial Engineering (FMFE)
CC.304. Business Ethics and Corporate Governance (BECG)
DSE.305. Selected Group Paper 1 (305A/305B/305C/305D/305E)
DSE.306. Selected Group Paper 2 (306A/306B/306C/306D/306E)

SEMESTER 4

CC.401. Strategic Management (STMGT)
CC.402. Strategic Cost and Management Accounting (SCM)
CC.403. Auditing and Assurance Service (AAS)
GE.404. Business Research Methods (BRM)
DSE.405. Selected Group Paper 3 (405A/405B/405C/405D/405E)
DSE.406. Selected Group Paper 4 (406A/406B/406C/406D/406E)

Discipline Specific Elective Groups offered for selection

GROUP A (ACCOUNTING & FINANCE)

DSE.305A. Corporate Financial Accounting and Reporting (CFAR)
DSE.306A. Security Analysis and Portfolio Management (SAPM)
DSE.405A. Financial Analysis (FA)
DSE.406A. International Finance (IF)

GROUP B (BANKING AND INSURANCE)

DSE.305B. Regulatory Framework of Banking and Insurance Business(RFBIB)
DSE.306B. Management of Banking and Insurance Products and Services(MBIPS)
DSE.405B. Fund Management in Banking and Insurance Companies (FMBIC)
DSE.406B. Risk Management –Tools and Applications(RMTA)

GROUP C (MARKETING MANAGEMENT)

DSE.305C. Integrated Marketing Communication(IMC)
DSE.306C. Sales and Distribution Management(SDM)
DSE.405C. Consumer Behaviour and Marketing Research(CBMR)
DSE.406C. Product Management and Marketing of Services(PMMS)

GROUP D (TAXATION)

DSE.305D. Corporate and International Taxation(CIT)
DSE.306D. Direct Tax Procedure(DTP)
DSE.405D. Indirect Tax Procedure(ITP)
DSE.406D. Computerised Taxation and Return Filing(CTRF)

GROUP E (E-COMMERCE)

DSE.305E. Business Models in E-Commerce and ICT Applications(BMEC)
DSE.306E. Logistic and Supply Chain Management in E –Commerce(LSCM)
DSE.405E. Web-Designing and Digital Marketing(WDDM)
DSE.406E. E-Commerce Security and Law(ECSL)

MASTER OF COMMERCE

SYLLABUS

2018

(Effective from the academic session 2018-19)

(Under Notification No.....)



**DEPARTMENT OF COMMERCE
UNIVERSITY OF CALCUTTA**

KOLKATA



Objectives of the Course

The 2-year Master of Commerce course (to be conducted under semesterised CBCS system) is offered with an intention to impart specialized knowledge in different domains of business for inculcating an appropriate blend of intellectual skills and moral values in the students. More specifically, the course aims at developing human potential to serve (i) the teaching profession at various levels, (ii) the needs for research in the social sciences, and (iii) the needs of the industry at the micro and macro-levels.

Structure of the Course

The total marks of the M.Com Course shall be 1100 with the following semester-wise distribution.

Semester	No. of Papers	Total Marks	Total Credit *
First Semester	05	250	20
Second Semester	05	250	20
Third Semester	06	300	24
Fourth Semester	06	300	24
Total	22	1100	88

*one credit stands for one hour of teaching per week.

The above structure conforms to Choice Based Credit System (CBCS) with sixteen (16) Core Papers (CC), two (02) Generic Elective (GE) Papers as well as four (04) Discipline Specific Elective (DSE) Papers which are offered during the third and fourth semester (two DSEs in each of third and fourth semester). In short, the semester-wise distribution of papers shall be as follows:

Semester	Papers
First Semester	4 Core Papers (Paper No. 101 to 104) 1 Generic Elective Paper (Paper No. 105)*
Second Semester	5 Core Papers (Paper No. 201 to 205)
Third Semester	4 Core Papers (Paper No. 301 to 304) 2 DSE Papers (Paper No. 305 & 306)
Fourth Semester	3 Core Papers (Paper No. 401 to 403) 1 Generic Elective Paper (Paper No. 404)* 2 DSE Papers (Paper No. 405 & 406)

* *The Generic Elective (GE) Papers may be opted by students of other disciplines also, provided they are allowed by the respective departments.*

The Department will offer five DSE groups subject to the conditions laid down in the Regulation.

The papers to be taught in different semesters are as follows:

SEMESTER 1
CC.101. Organisational Behaviour and Human Resource Management (OBHRM) CC.102. Macroeconomics and Business Environment (MEBE) CC.103. Statistics for Business Decision (STAT) CC.104. Direct Tax (DTAX) GE.105. International Business (IB)

SEMESTER 2
CC.201. Marketing Management (MKTG) CC.202. Managerial Economics (ME) CC.203. Operations Research (OR) CC.204. Indirect Tax and Corporate Tax Planning (ITCTP) CC.205. Accounting Theory (ACTH)

SEMESTER 3
CC.301. Strategic Financial Management and Business Valuation (SFMBV) CC.302. Information Systems and Computer Applications (ISCA) CC.303. Financial Markets and Financial Engineering (FMFE) CC.304. Business Ethics and Corporate Governance (BECG) DSE.305. Selected Group Paper 1 (305A/305B/305C/305D/305E) DSE.306. Selected Group Paper 2 (306A/306B/306C/306D/306E)

SEMESTER 4
CC.401. Strategic Management (STMGT) CC.402. Strategic Cost and Management Accounting (SCM) CC.403. Auditing and Assurance Service (AAS) GE.404. Business Research Methods (BRM) DSE.405. Selected Group Paper 3 (405A/405B/405C/405D/405E) DSE.406. Selected Group Paper 4 (406A/406B/406C/406D/406E)

Discipline Specific Elective Groups offered for selection

GROUP A (ACCOUNTING & FINANCE)

DSE.305A. Corporate Financial Accounting and Reporting (CFAR)
DSE.306A. Security Analysis and Portfolio Management (SAPM)
DSE.405A. Financial Analysis (FA)
DSE.406A. International Finance (IF)

GROUP B (BANKING AND INSURANCE)

DSE.305B. Regulatory Framework of Banking and Insurance Business(RFBIB)
DSE.306B. Management of Banking and Insurance Products and Services(MBIPS)
DSE.405B. Fund Management in Banking and Insurance Companies (FMBIC)
DSE.406B. Risk Management –Tools and Applications(RMTA)

GROUP C (MARKETING MANAGEMENT)

DSE.305C. Integrated Marketing Communication(IMC)
DSE.306C. Sales and Distribution Management(SDM)
DSE.405C. Consumer Behaviour and Marketing Research(CBMR)
DSE.406C. Product Management and Marketing of Services(PMMS)

GROUP D (TAXATION)

DSE.305D. Corporate and International Taxation(CIT)
DSE.306D. Direct Tax Procedure(DTP)
DSE.405D. Indirect Tax Procedure(ITP)
DSE.406D. Computerised Taxation and Return Filing(CTRF)

GROUP E (E-COMMERCE)

DSE.305E. Business Models in E-Commerce and ICT Applications(BMEC)
DSE.306E. Logistic and Supply Chain Management in E –Commerce(LSCM)
DSE.405E. Web-Designing and Digital Marketing(WDDM)
DSE.406E. E-Commerce Security and Law(ECSL)

Detailed Course Content

First Semester

Paper CC.101: Organisational Behaviour and Human Resource Management

Module I: Organisational Behaviour

1. The concepts of organisation - concepts and understanding of Organisational Behaviour - Organisational Behaviour in the global context.
2. The individual in the organisation - personality, values, attitudes, perception and learning.
3. Groups in organisation - foundations of group behaviour - informal and formal groups-creativity and group decision making.
4. Group dynamics- power and politics- organizational conflicts and resolution –organizational culture.

Module II: Human Resource Management

5. Introduction: Importance of Human Resource (HR) in an organization; meaning of Human Resource Management (HRM); evolution of the concept of HRM; objectives and functions of HRM; models in HRM; emerging challenges in HRM; HR accounting and HR audit.
6. Acquiring Human Resource: Human Resource Planning (HRP); Job Design and Job Analysis; Recruitment and Selection; basic concept of Socialisation, Orientation and Placement.
7. Development and Evaluation: Basic concept of Training and Development; Performance Management – concept, Performance Appraisal methods, barriers to effective Performance Appraisal.
8. Compensation: Compensation management – concept, process of Compensation Management; Job Evaluation; Incentives and Benefits – meaning and types.

Suggested Readings:

- Aswathappa, K., *Organisational Behaviour*, Himalaya Publishing.
- Luthans, F, *Organisational Behaviour*, McGraw Hill
- Moorhead and Griffin , *Organisational Behaviour*, Houghton- Mifflin
- Newstrom and Davies, *Organisational Behaviour: Human Behaviour at work*, Tata McGraw Hill

- Robbins, S.P., *Organisational Behaviour*, Prentice Hall.
- Sukla, M., *Understanding Organisations: Organisation Theory and Practice in India*, PHI.
- Prasad, L. M., *Human Resource Management*, Sultan & Chand 2001
- Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill Publishing Co. 1999
- Desslor, G., *Human Resources Management*, Pearson Education 2004
- Rao, S. & Rao, V.S.P., *Personnel/Human Resources Management*, Konark, Publishers Pvt. Ltd. 1997
- Memoria C.B., *Personnel Management*, Himalaya Publishing House 2002
- Decenzo, D., & Robbins, R., *Personnel/Human Resource Management*, Eastern Economy Publication 1999

Paper CC.102: Macroeconomics and Business Environment

Module I

1. **National Income Accounting:** Measurement of GNP/ National Income-it's accounting.
2. **Equilibrium Income:** Cases of Open and Closed Economies, Multiplier theory- Keynesian Approach.
3. **General Equilibrium:** Aspects of Closed Economy-Commodity market and money market equilibrium -IS-LM Approach.
4. **Open Economy:** Short-run-aspects- IS-LM model.

Module-II

5. **Inflation:** Demand pull and Cost push theories.
6. **Investment:** Present value and Internal rate of return criteria.
7. **Growth:** Neo-classical growth theory- Solow model.
8. **India's Macro Economy:** Behaviour- National Income -its composition and trends.
9. **India's Business Environment:** Government Policies towards FDI and FII.

Suggested Readings:

- Branson, W., Macroeconomic Theory and Policy, Harper International
- Froyen, T. R., Macroeconomics, Macmillan India Ltd.
- Mankiw, G. N.; Macroeconomics, CBS Publication & Distribution, New Delhi
- Misra and Puri, Indian Economy, Himalaya Publishing Co;
- Samuelson, P. A and Nordhus, W. D., Economics, Tata Mc Graw Hill Publication Co Ltd.

Paper CC.103: Statistics for Business Decisions

Module-I

- 1. Probability Theory:** Meaning of probability; Different definitions of probability; Total probability theorem; Conditional probability; Compound probability; Independent events; Bayes' theorem on conditional probability.
- 2. Random Variable and Theoretical Probability Distributions:** Random variable; Probability distribution; Expectation, Variance and moments of a random variable; Binomial, Poisson, Normal and Exponential distributions and their properties; Joint distribution of two random variables (discrete only).
- 3. Sampling Theory:** Basic concept of sampling; Sampling and non-sampling errors; Practical methods of selecting random sample; Random and non-random sampling techniques; Sampling distributions (statement only); Sample size decisions.
- 4. Estimation:** Concept of point and interval estimation; Properties of a good estimator; Methods of estimation (Moments method, Maximum likelihood method, Least squares method).

Module-II

- 5. Test of Hypotheses:** Basic concepts of hypothesis testing; Small sample and large sample parametric tests; Tests based on Z, t, Chi-square and F statistic; Confidence intervals; Non-parametric tests.
- 6. Analysis of Variance:** Analysis of one-way classified data; Analysis of two-way classified data with one observation per cell.
- 7. Multiple Regression Analysis:** Multiple linear regression model; Multiple and partial correlations; Problems of regression.

8. Business Forecasting Models: Components of time series; Decomposition method; Exponential smoothing models; Basic concept of Box-Jenkins methodology (ARIMA models); Important issues related to forecasting.

Suggested Readings:

- Das, J. K., *Statistics for Business Decisions*, Academic Publishers.
- Gupta, S. C., *Fundamentals of Statistics*, Himalaya Publishing House
- Hanke, J. E., Wichern, D. W. and Reitsch, A. G., *Business Forecasting*, Prentice Hall of India
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan.
- Anderson, *Statistics for Business and Economics*, Cengage.
- Johnson, R. A. and Wichern, D. W., *Business Statistics*, John Wiley and Sons
- Makridakis, S., Wheelwright, S. C. and Hyndman R. J., *Forecasting Methods and Applications*, John Wiley and Sons
- Sharma, J. K., *Business Statistics*, Pearson Education
- Sounderpandian, J. and Aczel, A. D., *Complete Business Statistics*, Tata McGraw Hill

Paper CC.104: Direct Tax

Module I

1. Income Tax
 - a) Exemptions under section 10AA of Income Tax Act 1961
 - b) Profits and Gains of Business or Profession
 - c) Capital Gains(with emphasis on business restructuring)
 - d) Income from other sources(with emphasis on deemed dividend)
 - e) Deductions from GTI

Module II

2. Taxation of dividend (including inter-corporate dividend)
 - a) Taxation of LLP and AMT
 - b) Taxation of companies and MAT
 - c) Relief for double taxation

Suggested Readings:

- Singhanian, V. K., *Direct Taxes*, Taxmann.
- Ahuja & Gupta, *Direct Taxes: Law & Practice*, Bharat
- Bare Act, *Income Tax Act* (as amended), Taxmann.
- *Income Tax Rules*, Taxmann.

Paper GE. 105: International Business

Module I

1. **International Business:** Concept, Importance, Composition, Difference with Domestic Business, Trends in International Business, Change in Compositional significance of Trade and Foreign Direct Investment (FDI) under Globalization - their Significance.
2. **The Foreign Exchange Market:** Meaning, Functions, Structure, Quotations - Direct and Indirect quotes, Demand and Supply of Foreign Exchange, Exchange Rate – Changes and its impact, Different Exchange Rate Regimes and their Mechanisms, Currency War in the context of Devaluation of home currency, Risk Management: Spot Covering and Forward Covering, Speculation in Spot and Forward Markets, Concepts of Forward Premium and Discount.
3. **Balance of Payments:** Definition, Composition, Identity and Equilibrium, Fundamental Disequilibrium
4. **Multinational Corporations:** Basic Concept, Major Vehicles of FDI - their Inherent Disadvantages in Host Countries - their Advantages (Dunning's OLI Framework) - their Cost Advantage (rigorous proof required) through transfer of their Knowledge-based Assets - Conditions of Host Country Welfare Gains from Multinational Investment vis-a-vis autarkic situation (rigorous derivation required).
5. **Regional Economic Integration & International Economic Institutions**

Module II

6. **Global Strategic Management:** Concept of Global Strategic Management; Theory of Global Competitiveness Alignment- Mapping competitiveness shifts; Porter's Diamond Model of Competitive Advantage; the 10-P Model of Global Strategic Management.
7. **The Strategy and Organization of International Business:** Strategy in international business-motivation and pressures in internationalization, the global firm as a value chain, Internationalization strategies; organization of international business - structure, control systems, and culture.
8. **Market Entry Strategy:** Entry objectives; scale of entry; timing of entry; entry modes— trading, contractual and investment modes.
9. **Global Business Operations:** Global manufacturing; Global marketing management; Global human resource management; managing global projects.

Suggested Readings:

- Chacholiades Miltiades, *International Economics*, McGraw Hill.
- Hill Charles WL and Jain A.K., *International Business*, Tata McGraw Hill.
- Cherunilam, Francis: *International Business Environment*, Himalaya Publishing House, Mumbai.
- Reid W. Click and Jashua D. Coval: *International Financial Management*, Pearson Education.
- Collis, David, *International Strategy: Context, Concepts and Implications*, Wiley.
- Lasserre, Phillipe, *Global Strategic Management*, Palgrave.
- Markusen, Melvin, Kaemfer and Maskus, *International Trade Theory and Evidence*, McGraw Hill.
- Rugman and Hodgetts, *International Business: A Strategic Management Approach*, Pearson.

Second Semester
Paper CC.201: Marketing Management

Module I

1. Introduction; Concept; Consumer and Societal orientation; Customer Relationships; Consumerism; Rural Marketing
2. Market Segmentation and Product Differentiation; Marketing Environment; Adopting Competitive Strategies
3. Concept of Marketing Mix of Product and Service; Product Mix Decisions; New Product Development Process, Product Life Cycle, Brand Management decisions

Module II

4. Price; Resale Price Maintenance; Factors to consider while setting price, Pricing strategies
5. New Product Adoption Process; Market Diffusion Stages; Factors influencing Individual Buying Behaviour
6. Nature and Importance of Marketing Channels; Channel Management Decisions; Nature and Importance of Marketing Logistics; Logistics Functions; Steps; Sales Promotion; Public Relation; Advertising and Publicity.

Suggested Readings:

- Kotler and Armstrong, *Principles of Marketing*, Pearson Education.
- Ramaswamy and Namakumari, *Marketing Management, Planning, Implementation and Control*, Macmillan.
- Etzel, Walker, Stanton and Pandit, *Marketing Concepts and Cases*, McGraw Hill.
- Saxena, *Marketing Management*, McGraw Hill.
- Lamb, Hair and Sharma, *Marketing: A South-Asian Perspective with CourseMate*, Cengage
- Perreault and McCarthy, *Basic Marketing*, McGraw Hill.
- Perreault and McCarthy, *Basic Marketing: A Global Managerial Approach*, McGraw Hill.

Paper CC.202: Managerial Economics

Module I

1. **Scope:** Scarcity and Choice, Production Possibility Curve - Applications of Economic theory in Managerial Decision Making - Incremental Reasoning, Opportunity Cost Principle and Discounting - Concepts of Total, Average and Marginal - Optimization Methods.
2. **Demand Theories and Applications:** Consumer Theory - Choice under Uncertainty, Elasticity concepts and applications - Demand Estimation and Forecasting.
3. **Production and Cost:** Short-run and Long-run Aspects.
4. **Pricing and Market Structures:** Perfect Competition, Monopoly and Discrimination, Monopolistic Competition, Oligopoly.

Module II

5. **Risk and Uncertainties in Managerial Decision Making:** Decision Criteria and Applications
6. **Managerial Theories of Firm:** Sales Maximization with and without Profit Constraint - Williamson and Marris Models - Satisfying Behaviour: Cyert and March.
7. **Factor Pricing:** Basic Principles - Impact under different market conditions.
8. **Market Failures and Applications of Welfare Economics:** Conflicts of Efficiency and Equity - Correction of External Diseconomies through Government Policies

Suggested Readings:

- Ferguson and Gould, Microeconomic Theory
- Henderson, J.M. and Quandt, R.E., *Microeconomic Theory*,
- Koutsoyannis, M. *Modern Microeconomics*, Macmillan India Ltd.
- Maddala and Miller E., *Microeconomics*
- Pyndick and Rubinfeld, *Microeconomics*, PHI, New Delhi+
- Salvatore, D., *Managerial Economics in a Global Economy*, Harcourt Collins Publications
- Panneerselvam and Sivasankaran, *Managerial Economics*, Cengage.
- Salvatore, D., *Managerial Economics*, McGraw Hill

Paper CC.203: Operations Research

Module-I

1. **Linear Programming Problem:** Linear programming problem formulation; Graphical solution; Simplex method; Sensitivity analysis; Duality; Dual simplex method.
2. **Transportation and Assignment Models:** Transportation problems; The trans-shipment problem; Assignment problems; The travelling salesman problem.
3. **Simulation Models:** Discrete simulation models; Continuous simulation models; Formulation and solution technique; Monte-Carlo simulation; Applications to business problem.
4. **Decision Theory and Game Theory:** Decision under uncertainty; Decision under risk - expectation principle, Decision tree approach; Utility theory; Game theory; Two person zero sum game; Pure and mixed strategy games.

Module-II

5. **Replacement Decisions:** Replacement of capital equipments; Preventive maintenance replacements with constant and varying money value; Group replacement decision.
6. **Queuing Models:** Role of Poisson and Exponential distributions; Arrival and service pattern; Single server model; Multiple server model; Queuing decision models.
7. **Network Analysis:** Network diagram; Time estimate for activity; programme evaluation and review technique; Critical path method; Project time-cost trade-off.
8. **Inventory Control and Sequencing Models:** Deterministic and probabilistic inventory models; Discrete and continuous inventory models, Price-discount inventory control models. Assumptions and algorithm for solving sequencing problems; Johnson's rule; Maintenance crew scheduling.

Suggested Readings:

- Anderson, Q. R., Sweeny, D. J. and Williams, T. A., *An Introduction to management Science*, Cengage
- Gupta, P. K and Hira, D. S., *Problems in Operations Research*, S Chand & Co.
- Kapoor, V. K, *Operations Research*, Sultan Chand and Sons
- Natarajan, M. , Balasubramani, P. And Tamilsari, A. , *Operations Research*, Pearson Education
- Sharma, J. K, *Operations Research: Theory and Methods*, Macmillan
- Srivastava, U. K, Shenoy, G. V. and Sharma, S. c., *Quantitative Techniques for Managerial Decisions*, New Age International
- Taha, H. , *Operation Research*, Prentice Hall
- Vohra, N. D., *Quantitative Techniques in Management* , Tata Mcgraw Hill

Paper CC.204: Indirect Tax and Corporate Tax Planning

Module I

1. Goods and Services Tax
2. Customs Duty

Module II

3. Tax Planning under:
 - (a) different heads of income
 - (b) set off and carry forward of losses
 - (c) deductions under Chapter VI- A
 - (d) financial management decisions(Capital Structure, Dividend Policy, Bonus Shares, Buyback of shares)
 - (e) Business Restructuring.

Suggested Readings:

- Datey, V.S., *Indirect Taxes: Law and Practice*, Taxmann.
- Datey, V.S., *GST Law & Practice with Customs and FTP*, Taxmann
- Bare Act: *Central Goods and Services Tax Act, 2017*
- Bare Act: *West Bengal State Goods and Services Tax Act, 2017*
- Bare Act: *Integrated Goods and Services Tax Act, 2017*
- *Central Goods and Services Tax Rules, 2017*
- *West Bengal Goods and Services Tax Rules, 2017*
- *Integrated Goods and Services Tax Rules, 2017*
- Singhania, V.K., *Direct Taxes Law and Practice with special reference to Tax Planning*, Taxmann.

Paper CC.205. Accounting Theory

Module – I

1. **Theory - Conceptual Issues:** Concept of theory and accounting theory; need for accounting theory; interpretational and decision usefulness theories; approaches to accounting theory, methodology in accounting theory; accounting concepts, conventions, principles; Generally Accepted Accounting Principles (GAAP); accounting standards – its meaning, problems of standard setting and setting procedures for Indian and International accounting standards.

2. **Assets, Liabilities and Accounting for Depreciation:** Assets - Valuation of fixed assets, Need for valuation of fixed assets - tangible and intangible, valuation of current assets; Liabilities - classification of liabilities, measurement of liabilities, valuation of liabilities; Accounting for depreciation - meaning and causes of depreciation, methods, IAS16 - property, plant and equipment, disposal of fixed assets, amortisation and impairments.
3. **Capital, Value and Profit:** Capital - Accounting concept of capital, classification of capital, capital vs. income, consumption of capital, maintenance of capital, measurement of the efficiency of business capital; Fair Value Accounting; Analysis of changes in income, Gross profit analysis, comparison of revenues, expenses, gains and losses etc.

Module – II

4. **Specific issues in corporate reporting:** Concepts and objectives of financial reporting; international financial reporting qualities; true blood report and stamp report – objectives; segment reporting and interim reporting – needs and problems, social reporting harmonisation in reporting - need, problem and measures.
5. **Globalisation of accounting standards:** Meaning of standardization, International Financial reporting standards issued by the IASB; the structure of IFRS; Process of IFRS standard setting; Problems in understanding and application of IFRS; IFRS adoption or convergence in different countries, relative view of Ind-AS, IFRSs and IASs.
6. **Contemporary issues in accounting:** Human Resource Accounting - its meaning, need and methods; conceptual framework of Balance Scorecard, Economic value added, Cost benefit analysis, Social, Environmental, Intellectual capital, Forensic accounting and reporting etc.

Suggested Readings:

- Barry J. Epstein, Eva K. Jermakowicz, John: *Interpretation and Application of International Financial Reporting Standards*, Wiley Publications.
- Ghosh T.P.: *IFRSs for Finance Executives*, Taxmann Allied Services Private Limited.
- Glautier and Underdown: *Accounting - Theory and Practice*, Pitman Publishing
- J. Madegowda and Inchara P.M.Gowda: *Accounting Theory and Analysis*, Himalaya Publishing House.

- Kamal Garg: *IFRS Concepts and Applications*, Bharat Law House Pvt. Limited.
- Jawaharlal: *Accounting Theory and Practice*, Himalaya Publishing House.
- Jawaharlal: *Corporate Financial Reporting: Theory and Practices*, Taxmann Publication.
- P. Mohana Rao: *Accounting Theory and Standards*, Deep and Deep Publications.
- Porwal, L.S.: *Accounting Theory - An Introduction*, Tata McGraw Hill, New Delhi.
- Mukherji, K and Ray, G.D.: *Studies in Accounting Theory*, The World Press Pvt. Ltd.
- Rawat D.S.: *Accounting Standards*, Taxmann Allied Services Private Limited.
- Sinha, Gokul: *Accounting Theory & Management Accounting*, Book World.

Third Semester

Paper CC. 301: Strategic Financial Management and Business Valuation

Module I: Strategic Financial Management

1. **Introduction:** Concepts and Importance of Strategic Financial Management, Strategic Financial Decision Making, Financial Policy and Strategic Management.
2. **Investment Decisions:** Complex Capital Budgeting Decisions, Capital Rationing, Risk Analysis in Capital Budgeting, Inflation Impact on Capital Budgeting Decisions, Lease Financing, Leveraged Lease, Hire Purchase Financing.
3. **Cost of Capital & Dividend Decisions:** Significance, Weighted Average Cost of Capital, Marginal Cost of Capital, Divisional and Project Cost of Capital, Dividend Decisions – Modigliani and Miller Dividend Irrelevance Theory.
4. **Financing Decisions:** Theories of Capital Structure - Modigliani and Miller Approach, Effect of Bankruptcy Costs, Agency Costs and other Imperfections, Donaldson's Pecking Order Theory, Signaling or Asymmetric Information Theory, Leverage- Operating, Financial and Combined.
5. **Working Capital Management Decisions:** Operating Cycle and its Relevance, Receivables Management, Inventory Management, Cash Management- Baumol's Model, Beranek Model and Miller-Orr Model.
6. **Project Financing Decisions:** Infrastructure Project Financing, Financing of PPP projects, Startup Financing.

Module II: Business Valuation

7. **Discounted Cash Flow Valuation:** Free Cash Flow Techniques, Terminal Valuation, Growth Estimation – Time series models, Impact of Leverage on Risk and Valuation.
8. **Relative Valuation:** Earning Multiples, Book Value Multiples, Revenue Multiples.
9. **Probabilistic Valuation Approaches:** Scenario Analysis, Decision Trees, Simulations.
10. **Valuation (Special Cases):** Startup Firms, Financial Service Firms, Distressed Firms and Private Firms.
11. **Acquisitions, Takeovers and Corporate Restructuring:** Valuation of Synergy, Valuation of Control, LBO Valuation, Divestitures, Anti-Takeover Defenses.
12. **Case Studies:** Latest Indian Corporate Restructuring Cases and Cross-Border Acquisitions & Takeovers Cases.

Suggested Readings:

- Van Horne, J.C., *Financial Management & Policy*, Pearson.
- Brigham, *Fundamentals of Financial Management*, Cengage Learning
- Brealey & Myers, *Principles of Corporate Finance*, McGraw Hill.
- Pandey, I.M., *Financial Management*, Vikas Publishing House.
- Srivastava, R. and Misra, A., *Financial Management*, Oxford.
- Banerjee, B., *Financial Policy and Management Accounting*, PHI.
- Chandra, P., *Financial Management: Theory and Practice*, Tata McGraw Hill.
- Khan, M.Y. and Jain, P.K., *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
- Damodaran, A., *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*, Wiley.
- Palepu G.K., *Business Analysis and Valuation Using Financial Statements*, Cengage.
- Weston, J.F., Mitchell, M.L., Mulherin, J.H. & Salwan, P., *Takeovers, Restructuring, and Corporate Governance*, Pearson.
- Arzac, E.R., *Valuation for Mergers, Buyouts, and Restructuring*, Wiley.

Paper CC.302: Information Systems and Computer Applications

Module - I

1. **Key Information System Concepts:** System - concept, properties and types; information - concept, qualities, types; Information System - concept, characteristics, levels; Information Systems environment - the business environment, the organisation,

information system architecture, information systems applications; computer based information system (CBIS) - operating elements and types.

2. **Information Systems in Organisations:** Transaction Processing systems (with special emphasis on accounting and financial information systems); Management Information and Reporting System; Executive Information system; Decision Support Systems (DSS) including group DSS; Executive Support System; Strategic Information System; Expert Systems and Artificial Intelligence.
3. **Information System Analysis and Design:** The Information System Development Life Cycle Model - tools and techniques, System Development, synergism between major business systems.
4. **Electronic Commerce and Electronic Data Interchange (EDI):** The strategic impact of the Internet; Electronic commerce - drivers, categories of e-commerce applications - B2B, B2C, C2C; e-commerce security and regulations; Intranets, Extranets; Electronic Data Interchange (EDI) - benefits, EDI transactions and EDI applications.
5. **Business Process Reengineering and Enterprise Resource Planning (ERP):** The process of Reengineering work, Organizational impact of reengineering, Information Technology and Business Process Redesign, Management Challenges in Business Process Redesign; Enterprise Resource planning (ERP) - the need for integrated management information for value chain management, business modelling for ERP, Implementation of ERP.
6. **Information Systems Control and Security:** Evaluation of information systems using cost-benefit analysis; Information system audit; Information Technology Act; Information security policy; Nature and Types of Computer Crimes; Ethical and social issues relating to information system; Ethics for an information society.
7. **Information Systems for Strategic Advantage:** The changing nature of Information technology; Information as a strategic Resource; use of information system for strategic advantage; components of information planning; global business strategies and global information systems; strategic information systems and associated risks.

Module - II

8. **Computer-Based Business Application and Accounting Package:** Introduction and working with word processor; Creating presentation with power point, sound effect and animation effect; Working with accounting software - Preparation of vouchers, invoice and salary statements, Maintenance of Inventory and Accounting records, Use of analytical tools, Preparation of financial reports.
9. **Major Business Process Management and Information Technology:** Introduction to various business processes - Accounting, Finance, Sale, Purchase etc.; Business process automation - benefits and risks; Approach to mapping systems - Entity Diagrams, Data Flow Diagrams, Systems Flow diagrams, Decision Trees/Tables, Accounting system vs. Value chain automation; Information as a business asset, Business risks of failure of IT.
10. **Understanding Major Functional Systems:** Marketing & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Human Resource Systems, Inventory systems, their sub systems, description and organizational level. Overview of latest devices/technologies - i5, Bluetooth, Wi-Fi, Touchpad, Ultra-mobile PC etc.
11. **Enterprise Applications:** Overview and types; Information processing and delivery channels and their role in businesses, The relationship between organisations, information systems and business processes; IT as a business enabler and driver - Enterprise Systems, Supply Chain Management, Customer Relationship Management & Knowledge Management; Key types of application controls and their need; Virtualization, Grid computing and Cloud delivery model.
12. **Project Work:** Statistical and Basic financial analysis with Spread-sheet Application; Developing a business application (using MS-Access/Visual Basic) with adequate Laboratory sessions.

Suggested Readings:

- Basandra, S. K.: *Managing Information Systems*, Wheeler Publications.
- De, Rahul, *Managing Information Systems in Business, Government and Society*, Wiley Publications.
- Goyal, D.P., *Management Information Systems – Managerial Perspectives*, Macmillan Business Books.

- Murthy, C.S., *Management Information Systems: Text and Application*, Himalaya Publishing.
- Laudon, K.C. and Laudon, J.P., *Management Information Systems: Organization and Technology*, Prentice Hall of India.
- Schultheis, R., and Sumner, M., *Management Information Systems: The Manager's View*, Tata McGraw Hill.
- Turban, Volonino, Wood, *Information Technology for Management*, Wiley Publications.
- Turban, Aronson, *Decision Support System & Intelligent System*, Pearson.
- Alter, *Information Systems, Foundation of E – Business*, Pearson.
- Blanc, *Computer Application for the New Millennium*, Vikas Publishing.

Paper CC.303: Financial Markets and Financial Engineering

Module I: Financial Markets

1. **An Overview of Economy and the Financial System:** Introduction—savings, investments and finance—global and Indian financial system—financial system and economic development— financial markets structure—financial markets in globalised financial system.
2. **Money Market Operations:** Introduction—money market and banks—money market and the economy— money market instruments: call or notice money, treasury bills, commercial papers, commercial bills, certificates of deposit, re-purchase agreements— money market and the RBI— money market mutual funds (MMMFs)— recent developments in money market.
3. **Capital Markets:** Introduction—equity market: primary and secondary market —long term debt market: corporate and government debt market, Public Sector Units (PSU) bonds market —leading global capital markets—integration of Indian capital markets with global capital markets— capital markets reforms—capital market regulations and role of SEBI.
4. **Primary Capital Market Operations:** Introduction—issue of securities: public issues (IPOs & FPOs, fresh issue of securities & offer for sale), rights issue, bonus issue, private placement (preferential allotment, qualified institutional placement & institutional

placement programme), ADRs, GDRs, IDRs —categories of investors: retail individual investors (RIIs), non-institutional investors (NIIs), and qualified institutional buyers (QIBs) including anchor investors —public issue mechanism: fixed price, book building and pure auction mechanism — book building mechanism: book-building process and role of various intermediaries including merchant bankers , deciding upon the price band, determining cut-off price, red herring prospectus, allotment process through 100 per cent book-building process, application supported by blocked amount (ASBA) procedure — IPO grading process in India—green shoe option operation in public issues — SEBI (ICDR) Regulations, 2009— recent trends in Indian primary capital market.

5. **Secondary Capital Market Operations:** Introduction—an overview of leading stock exchanges: NSE, BSE and OTCEI, —SME exchanges— listing of securities at the stock exchanges and SEBI (LODR) Regulations, 2015—various intermediaries: stock brokers, sub-brokers, depositories: NSDL & CDSL, depository participants, registrar and transfer agents, custodians, clearing corporation/house, FPIs, etc. —demat account and freezing of demat account —de-materialization and re-materialization process of securities — stock exchange online trading through depository system—trading and settlement of securities under the depository system: off-market transaction, settlement of market transaction, and transmission of securities—rolling settlement cycles— basics of stock market indices: S&P BSE Sensex 30, S&P CNX Nifty —Recent trends in Indian stock markets.
6. **Debt Market Operations:** Introduction—structure of the Indian debt market: corporate and government debt market, Public Sector Units (PSU) bonds market —participants in the debt markets—debt market instruments.

Module-II: Financial Engineering

7. **Introduction:** Contributing Factors- the Scope of Financial Engineering; Tools of Financial Engineering-Financial Engineering vs. Financial Analysis; Nature and Types of Derivative Securities-Basic Characteristics of Derivative Securities. Indian Derivatives Market-An Overview

8. **Forward Contracts:** Forward Contracts on Currencies -Valuing Forward Contracts- Forward Prices for a Security under Different Situations, Forward Rate Agreement (FRA).
9. **Futures Contracts:** The Nature and Uses of Future Contracts- Mechanics of Buying and Selling, Valuation of Future Contracts-Financial Futures-Stock Index Futures-Foreign Currency Futures-Options on Futures.
10. **Option Contracts:** Types of Option Contracts- Trading, Strategies, Option Valuation Single-period Options vs. Multi-Period Options-Option Pricing-Option Pricing Models- Binomial Model-Black-Scholes Model- Option– Path- Dependent Options - Exotic option Contracts.
11. **Swap Contracts:** Origin of Swap Contracts- Forms of Swap Contracts-Interest Rate Swaps - Pricing of Interest Rate Swaps-Asset Swaps Forward Swaps- Swaptions- Currency swaps-Commodity swaps Over-the-counter Interest Rate Derivatives.
12. **Commodity Derivatives:** Trading Strategies in Commodity Futures Markets; International Commodity Market; Regulatory Framework

Suggested Readings:

- Saha, S.S, *Indian Financial System and Markets*, McGraw-Hill Education (India) Pvt. Ltd. ., 2nd reprint, New Delhi.
- Saha, S.S, *Merchant Banking and Financial Services*, Scholar's Press, Germany.
- Saha, S.S, *Capital Markets and Securities Laws*, Taxmann Publications Pvt. Ltd., 2nd ed., New Delhi.
- Pathatak, B.V, *Indian Financial System*, Pearson Education, New Delhi.
- Bhole,L.M, *Financial Markets and Institutions*, New Delhi.
- Khan, M.Y, *Indian Financial System*, McGraw-Hill Education (India) Pvt. Ltd., New Delhi.
- Khon,M, *Financial Institutions and Markets*, McGraw-Hill Education (India) Pvt. Ltd., New Delhi
- Machiraju, H.R, *Merchant Banking*, Vikash Publishing, New Delhi,
- Fabozzi, Modigliani, Jones and Ferri, *Foundations of Financial Markets and Institutions Markets*, Pearson Education, New Delhi.

- Mandura Jeff, *Financial Markets & Institutions*, West Publishing Company, New York.
- Avadhani, V.A., *Investment and securities Markets in India*, Himalaya Publishing, New Delhi.
- Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education, New Delhi.
- RBI Guidelines and SEBI Regulations
- Cuthbertson Keith and Nitzsche Dirk, *Financial Engineering: Derivatives and Risk Management*, Jossey Bass
- Hull J.C, *Options, Futures and Other Derivatives*, Pearson Education
- Kolb Robert W. and Overdhal James A, *Futures, Options and Swaps*, Wiley
- Lyuu Yuh-Dauh, *Financial Engineering and Computation-Principles Mathematics and Algorithms*, Cambridge University Press
- Marshall John F and Bansal Vipul K, *Financial Engineering- A Complete Guide to Financial Innovation*, Prentice Hall of India
- Srivastava Rajiv, *Derivatives and Risk Management*, Oxford University Press

Paper CC.304: Business Ethics and Corporate Governance

Module I: Business Ethics

1. **Introducing Business Ethics:** The need for and nature of business ethics—ethics versus law, morality, economics, religion; the relationship between business ethics, corporate governance and business leadership; human moral development—masculine and feminine perspectives; levels of ethical analysis; concept of corporate integrity; characteristics of ethically driven business enterprises
2. **Contextualizing Business Ethics:** Concept of stakeholder and stakeholder salience; Stakeholder Theory of the Firm-various forms; Corporate Social Responsibility (CSR)—need and significance, Carroll’s CSR Pyramid; strategic CSR—traditional and contemporary approach; corporate citizenship and sustainable development—stakeholder thinking in a global context

3. **Evaluating Business Ethics:** Ethical decision-making—Ethical dilemma versus ethical issue, characteristics of ethical dilemmas, stages in ethical decision-making, individual and situational factors influencing ethical decision-making; Ethical reasoning approaches—the teleological approach, the deontological approach, the virtue ethics approach, the systems development approach; ethical universalism, ethical relativism and ethical pluralism.
4. **Managing Business Ethics:** Concept of ethical risk and need for business ethics management; components of business ethics management; different approaches to managing business ethics; managing business ethics in the context of shareholders, employees, consumers, competitors, suppliers, civil society, and government.

Module II: Corporate Governance

5. **Introduction:** Governance-Public Governance System-Corporate Governance System- Comparison between them-Definitions of Corporate Governance- Emergence of the Corporate Sector and Need for Corporate Governance- Governance and Management- Good Corporate Governance
6. **Theories in Corporate Governance:** Agency Theory-Concepts and Core Principles-Problems or Criticisms-Mechanism to Reduce Agency Cost; Stakeholder Theory- Concept and Core Principles-Criticisms
7. **Corporate Mis-governance:** Concept and Definition - Some Recent Examples - Factors Responsible for Such Mis-governance - Lessons from them-Global Initiatives and Reforms (Some Examples)
8. **Legal and Regulatory Framework of Corporate Governance:** Principal Provisions of the Companies Act, 2013 with Respect to Improve Quality of Corporate Governance- Audit Committee and its Role as per the Companies Act, 2013 -SEBI (LODR) Regulations, 2015 (with latest amendment)

Suggested Readings:

- Boatright, J. R., *Ethics and the Conduct of Business*, Pearson Education.
- Crane, A. And Matten, D. *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*; Oxford University Press.
- Petrick, J.A and Quinn, J.F., *Management Ethics: Integrity at Work*, Response Books.

- Trevino, L.K. and Nelson, K.A. *Managing Business Ethics*; John Wiley and Sons
- Velasquez, M. G., *Business Ethics: Concepts and Cases*, Prentice Hall of India.
- Werther, W. and Chandler, D. *Strategic Corporate Social Responsibility*; Sage South Asia Edition.
- A.C. Fernando, *Corporate Governance: Principles, Policies and Practices*, Pearson Education India
- Robert A. G. Monks and Nell Minow, *Corporate Governance*, Wiley.
- Darryl Reed and Sanjay Mukherjee, *Corporate Governance, Economic Reforms and Development*, Oxford University Press
- P. Chattopadhyay, *Corporate Mis-governance*, IAA Research Foundation.
- Bob Tricker, *Corporate Governance: Principles, Policies and Practices*, Oxford University Press
- Swami (Dr.) Parthasarathy, *Corporate Governance: Principles, Mechanism and Practices*, Biztantra (Wiley)

Discipline Specific Electives: Group A – Accounting and Finance

Paper DSE.305A: Corporate Financial Accounting and Reporting

Module I

1. Disclosures in Company Accounts
2. Valuation of corporate securities and business
3. Indian Accounting Standards and IFRS
4. ASs and Ind ASs – a Comparative Study, Ind AS and IFRS – Important Carve-outs
5. Segment Reporting
6. Accounting for Intangible Assets
7. Issues regarding Impairment of Assets

Module II

8. Consolidated Financial Statements of Group Companies
9. Concept of a group, purposes of consolidated financial statements, consolidation procedures, consolidation with two or more subsidiaries, consolidation with foreign subsidiaries. consolidated profit and loss account, balance sheet and cash flow statement,

treatment of investment in associates in consolidated financial statements, treatment of investments in joint ventures in consolidated financial statements

10. Accounting for Corporate Restructuring
11. Accounting for Liquidation of Companies
12. Accounting and Reporting of Financial Instruments
13. Meaning, Recognition, De-recognition and Offset, Compound Financial Instruments, Measurement of Financial Instruments, Hedge Accounting, Disclosures.
14. Financial Reporting by Mutual Funds, NBFCs, Merchant Bankers, Stock and Commodity Market Intermediaries
15. Emerging Issues in Financial Accounting and Reporting
16. Value Added Statements, Business Responsibility Reporting, Sustainability Reporting – Global Reporting Initiatives, Integrated Reporting etc.

Suggested Readings:

- Baker, Lembke and King, *Advanced Financial Accounting*, McGraw Hill,
- Banerjee & Basu, (ed.), *Corporate Financial Reporting*, DSA in Commerce, University of Calcutta
- Banerjee, B. *Regulation of Corporate Accounting and Reporting in India*, The World Press
- Basu, A K., *Rediscovering the Balance Sheet - a corporate financial reporting perspective*, DSA in Commerce, University of Calcutta
- Bedford, N. M. *Extensions in Accounting Disclosure*, Prentice Hall
- Chakraborty, H., *Advanced Accountancy*, Oxford University Press
- Lewis and Pendrill, *Advanced Financial Accounting*, Financial Times \ Prentice Hall
- Maheshwari, S.N., *Advanced Accountancy, (Vol. - II)*, Vikas Publishing House
- Shukla, Grewal kmd Gupta, *Advanced Accounts (Volume-II)* S. Chand & Co.

Paper DSE.306A: Security Analysis and Portfolio Management

Module I: Security Analysis

- 1. Understanding the world of Investments:** Investing and investments – Nature of investments – Investment attributes – Comparison between investment, speculation and

gambling – Investment alternatives – Real assets vs. financial assets – Meaning, characteristics and types of financial assets – Derivative securities – Direct vs. indirect investments – Framework of investment policies and practices for institutions and individuals – Techniques of security analysis – Fundamental analysis vs. technical analysis

2. **Organization and functioning of financial markets:** Overview of Financial System, Financial Market – Money Market - Capital Market - Primary market vs. secondary market — Stock market indices
3. **Fundamental analysis:** Economic analysis – Industry analysis - Company analysis (including forecasting future performance) – Methods of equity valuation – Bond analysis and valuation
4. **Technical analysis:** Charting techniques (trends, moving average, relative strength, point and figure analysis etc.) – Dow theory – Key technical indicators – Technical Analysis and Behavioral Finance.

Module II: Portfolio Management

5. **Portfolio Analysis:** Concept and estimation of risk and return of individual securities – Relationship between risk and return – Types of security risk – Systematic risk vs. unsystematic risk – Concept of portfolio and portfolio diversification – Portfolio management process – Implications of diversification for investors – Diversification strategies – Portfolio risk and return – Markowitz risk-return optimization principle
6. **Portfolio Selection:** Markowitz (mean-variance) efficient frontier and optimal portfolio – Introduction of a risk free security in portfolio – Market portfolio – Capital market line (CML)
7. **Capital Market Theory and Evaluation of Investment Performance:** Capital asset pricing model (CAPM) – Features and assumptions – Concept and estimation of Beta Coefficient – Significance of Beta in portfolio decisions – Single index market model for portfolio construction – Security market line (SML) – Criticisms of capital asset pricing model – Arbitrage pricing theory (APT) – Fama-French Multi Factor Model
8. **Evaluation of portfolio performance:** Portfolio performance measures – Portfolio revision – Portfolio insurance – Mechanics of international diversification

Suggested Readings:

- Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
- Elton, Gruber, Brown and Goetzmann, *Modern Portfolio Theory and Investment Analysis*, John Wiley & Sons.
- Fabozzi, F.J., *Investment Management*, Prentice Hall.
- Fischer and Jordan, *Security Analysis and Portfolio Management*, Prentice Hall.
- Jones, C.P., *Investments – Analysis and Management*, John Wiley & Sons.
- Reilly and Brown, *Investment Analysis and Portfolio Management*, South Western – Cengage Learning.
- Sharpe, Alexander and Bailey, *Investments*, Prentice Hall.

Discipline Specific Electives: Group B – Banking and Insurance

Paper DSE.305B: Regulatory Framework of Banking and Insurance Business

1. Module I

2. **Historical Development of Indian Banking System:** Banking in India during pre-independence era; Changes in Indian banking system post independence- establishment of RBI, bank nationalization in 1960s-liberalization in 1990s and bank reforms; Laws governing banking in India-a brief outline; Present structure of Indian Banking System.
3. **RBI as a Banking Sector Regulator:** Objectives of RBI; Functions of RBI; Monetary Policy of RBI and Credit Control.
4. **Banking Regulation Act and Other Legislations Regulating Commercial Banking in India:** Banking Regulation Act 1949 – relevant provisions; Prevention of Money Laundering Act, 2002; Banking Cash Transaction Tax and Service Tax; The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002; Foreign Exchange Management Act 1999 etc.; The Banking Code Rules; consumer protection in banking.
5. **Regulation and Supervision of Micro-finance Institutions:** Microfinance Institutions as an alternative to banking institutions in India, legal forms, regulatory framework-self regulation, state level legislations; Proposed Microfinance Institutions (Development and Regulation) Bill 2012.

Module II

6. **Introduction to Indian Insurance Sector:** Concept of Insurance and its Evolution; Insurance Legislation in India - Insurance Act, 1938 - Nationalization of Insurance Business in India - Life and General Insurance Councils; Liberation in 1990s and insurance reforms.
7. **IRDA:** Mission Statement- Composition – Duties, Power and Functions - Regulations Issued by the IRDA
8. **Agency Function and Registration of Insurance Companies:** Qualifications and Functions of Brokers, Agents and Corporate Agents, Validity and Renewal of License Applicable to Them; Regulations for Third Party Administrators (TPA) –Procedure for Obtaining a License – Revocation and Cancellation of Licence – Code of Conduct for TPA - Maintaining Confidentiality by TPA; Procedure for Registration of Insurance Companies – Renewal and Suspension of Registration – Regulations for Registration of Life and General Reinsurance
9. **Policyholders’ Interest and Grievance Redressal:** Rights of Assignment, Nomination and Transfer, Stages of Insurance Policy, Free Look Period, Matters to be Stated in a Life and General Insurance Policy – Claim Procedures for Life and General Insurance Policies; Grievance Redressal - Consumer Protection Act – Feature and Structure – Appeals and Penalties – Ombudsman –Nature of complaints – Pre Requisite for Filing Complaints, Integrated Grievance Management System (igms).

Suggested Readings:

- Indian Institute of Banking & Finance (2008). *Legal and Regulatory Aspects of Banking*, Bucketbolt Commerce Pvt. Ltd, Mumbai
- Tannan, M.L & Mitra, M. (2014). *Banking Law and Practice*, Indian Law House, Delhi
- Sundaram, K.P.M & Varshaney, P.N. (2014). *Banking: Theory Law & Practice*, 3rd Edition. Sultan Chand & Sons.
- Indian Institute of Banking and Finance (2012). *Principles of Banking*, Macmillan.
- Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) *Emerging Trends in the Banking Sector*, Macmillan 2008.
- George E. Rejda : *Principles of Risk Management and Insurance*, Addison Wesley

- Srinivasan N: *Principles of Insurance Law*, Wadhwa & Co.
- Taxmann, *Insurance Manual*, Taxmann Publication Private Limited
- IIBF, *Microfinance Perspectives and Operations*, Taxmann Publication Private Limited

Paper DSE.306B: Management of Banking and Insurance Products and Services

Module I: Management of Banking Products and Services

1. **Deposit products:** Demand deposits - current account and charges associated with it, savings account including BSBD account, methodology of interest calculation; Time deposits – term deposits with interest payout option, term deposit with interest accumulation option, interest calculation, calculation of maturity value; Recurring deposits – calculation of maturity amount; Other innovative deposit products- Savings with term deposit, Term deposits linked to savings or current account, annuity deposit, recurring deposit with variable installment, tax saving term deposits, PPF, deposit under capital gain scheme, NRI deposits etc.; Regulatory requirements associated with deposit products (KYC, PMLA etc).
2. **Loan products:** Personal Finance – Housing loan, vehicle loan, education loan, personal loan, gold loan, loan against securities, loan against other property – calculation of EMI, impact of processing charge, prepayment and associated conditions; Business Finance - cash credit, term loan-mortgage and non-mortgage loans, overdraft facilities; Fixed vs. Floating rate loans; Determination of lending rates by banks – PLR, Base Rate, RBI Repo and Reverse Repo rate change and its impact on lending rate, marginal cost of fund; Loan approval process.
3. **Other products and services:** Certificate of deposits; Fund based services other than loan – bill purchase/discount, lease finance, hire purchase finance; Non fund based services – letter of credit, letter of comfort, bank guarantee/LOU, LC advising/confirmation, co-acceptance of bills, solvency certificate, credit report, services as executors and trustees, safe deposit vaults; payment and settlement/ remittance services – cheque, pay order and demand draft, ATM and debit cards, RTGS, NEFT, ECS, fund transfer to foreign countries, prepaid cards and wallet services, standing instructions; Credit cards.

- 4. Emerging areas in banking:** New channels of banking - online banking, mobile banking, APP banking; Bancassurance; Differentiated banking license – payment banks and small finance banks; MUDRA bank; Cross-selling; Islamic Banking.

Module II: Management of Insurance Products or Services

- 5. Life Insurance Products for Individuals:** Term Plan, Endowment Plan, Money Back Insurance Plan – Whole-Life Insurance Plan – Unit Linked Insurance Plans (ULIPs) – Joint Life Insurance Plans – Child Insurance Plans – Rider benefits – Industrial life insurance – MWP Policies – Keyman insurance; Annuity Plans – different types of annuity plans – annuity vs. life insurance; Formalities associated with life insurance – application and acceptance, policy document, premium payment, bonus, policy lapse and revival, surrender.
- 6. Group Insurance Schemes:** Different types of group insurance schemes – Group Term Insurance Scheme – Group Gratuity Scheme – Group Superannuation scheme – Types of group superannuation schemes – Group Leave Encashment scheme – Employees Deposit – Linked insurance Scheme – Group Insurance Scheme in-lieu of EDLI – Social Security Scheme.
- 7. General Insurance Products:** Personal and group health insurance; Fire and Consequential Loss Insurance; Marine Insurance; Agricultural Insurance; Liability Insurance; Motor Liability, Personal Accident and Specialty Insurance; Engineering Insurance; Other insurances - Burglary insurance – Baggage insurance – Fidelity Guarantee insurance – Jeweller’s Block insurance – Crime insurance – Aviation insurance – Satellite insurance –Oil & energy risks insurance etc. – micro insurance; Procedural aspect of general insurance products (brief outline).
- 8. Innovative Insurance Products and IRDA Regulation Regarding Product Management:** Micro Insurance Products, Postal Insurance, e-Insurance Product – Management of these Insurance products with Reference to the Relevant Regulations Issued by IRDA

Suggested Readings:

- IIBF, *Digital Banking*, Taxmann Publication Private Limited

- IIBF, *Basics of Banking*, Taxmann Publication Private Limited
- IIBF, *Banking Products and Services*, Taxmann Publication Private Limited
- IIBF, *Credit Cards*, Taxmann Publication Private Limited
- IIBF, *Insurance Products and Services*, Taxmann Publication Private Limited
- Gregg D W & Lucas V B, *Life and health insurance handbook*, R.D Irwin
- Magee and Bicklhaupt, *General Insurance*, R.D Irwin
- Tripathy M N, *Insurance- Theory and Practice*, PHI
- Mishra K, *Fundamentals of Life Insurance – Theory and Applications*, PHI
- National Insurance Academy, *General Insurance – Principles and Practice*, Cengage Learning

Discipline Specific Electives: Group C – Marketing Management

Paper DSE.305C: Integrated Marketing Communication

Module I

1. Integrated Marketing Communication; Concept; Promotion Mix; Advertising Goals; Types of Advertising.
2. Role of Advertising in Creating Brand Awareness; Brand Attitude, Brand Image; Brand Personality and Brand Equity; Advertising Appeals.
3. Message Design; Print Copy and Broadcast Copy; Selecting Appropriate Media; Traditional and Non-Traditional Media; Media choices in Rural Markets

Module II

4. Media Planning and Scheduling; Emerging Media Vehicles.
5. Advertising Budget; Approaches; Measurement of Advertising Effectiveness.
6. Advertising Agency; Role and Responsibility; Client-Agency Relationship; Compensation.
7. Consumer Sales Promotion, Trade Sales Promotion.

Suggested Reading:

- Belch and Belch, *Advertising and Promotion: An Integrated Marketing Communication Perspective*, McGraw Hill
- Rossiter and Percy, *Advertising Communication and Promotion Management*, McGraw Hill
- Arens, *Contemporary Advertising*, McGraw Hill
- Shah and D'Souza, *Advertising and Promotion, An IMC Approach*, McGraw Hill
- Jethwaney and Jain, *Advertising Management*, Oxford University Press.

Paper DSE.306C: Sales and Distribution Management

Module I

1. Introduction, Evolution, Setting Sales Objectives
2. Sales Organisation; Benefits, Types.
3. Personal Selling Process.
4. Sales Forecasting; Methods
5. Sales Territory; Designing territory.

Module II

6. Sales Quota; Approaches and Allocation
7. Sales Budget
8. Sales Force Management; Recruitment and Selection; Sales Force Compensation; Evaluation of Sales Force Performance.
9. Sales Audit.
10. Large Format Retailing; Building Retail Brand.

Suggested Readings:

- Stanton and Spiro, *Management of Sales Force*, McGraw Hill
- Still, Cundiff and Govoni, *Sales Management*, Prentice Hall India.
- Panda and Sachdev, *Sales and Distribution Management*, Oxford.
- Berman, Barry and Evans, *Retail Management*, Prentice Hall

Discipline Specific Electives: Group D – Taxation
Paper DSE.305D: Corporate and International Taxation

Module: I

1. Capital Gains
2. Set off, carry forward of losses and taxability in relation to certain special cases

3. Special provisions with regard to: change in the rate of currency, presumptive taxation, dividend stripping, bonus stripping

Module: II

4. Assessment and computation of tax of a company(including MAT)
5. Taxation of Business Trust and Start-ups
6. International Taxation

Suggested Readings:

- Singhanian, V. K., *Direct Taxes*, Taxmann.
- Ahuja & Gupta, *Direct Taxes: Law & Practice*, Bharat
- Bare Act, *Income Tax Act* (as amended), Taxmann.
- *Income Tax Rules*, Taxmann.

Paper DSE.306D: Direct Tax Procedure

Module I

1. Submission of Return of Income and Assessment Procedure
2. Advance Tax, Interest and Fees
3. Income Tax authorities and Advance Rulings

Module II

4. TDS, TCS and Refund
5. Penalties and Prosecutions
6. Appeals and Revisions, Settlement of cases

Suggested Readings:

- Singhanian, V. K., *Direct Taxes*, Taxmann.
- Ahuja & Gupta, *Direct Taxes: Law & Practice*, Bharat
- Bare Act, *Income Tax Act* (as amended), Taxmann.
- *Income Tax Rules*, Taxmann.

Discipline Specific Electives: Group E – E Commerce

Paper DSE.305E: Business Models in E-Commerce and ICT Applications

Module I

1. **Introduction:** E-Commerce - Concepts, Features; E-commerce vs. E-enterprise; E-commerce vs. E-tailing; Present scenario and regulatory environment of E-commerce in India; Business Models – concepts, types of business models; key elements of a business model.
2. **Types of E-commerce:** Business to Business (B2B) - characteristics, importance, process, alternative models of B2B; Business to Consumer (B2C) - characteristics, process; marketing and business strategies in B2C and B2B E-commerce, role of websites in B2C; Consumer to Consumer (C2C) - characteristics, process; Consumer to Business (C2B) - characteristics, process; Other E-commerce Models - Business to Government (B2G), Government to Business (G2B) and Government to Consumer (G2C).
3. **E-commerce Business Models:** E-business Models based on the relationship of transaction parties; E-commerce process; primary revenue Models in E-commerce, E-tailing business models – case studies; business models in emerging E-commerce areas.

Module II

4. **Introduction to ICT:** Evolution of computers, features and design of its components, operating systems – proprietary and open source, application software, computer languages and programming (basic idea); ICT – concept and importance, components.
5. **ICT Applications in Various Fields:** E-Governance – G2G, G2B, and G2C models, benefits of E Governance, risk involved; E-environment – Geographical information System (GIS), weather forecasting; E-education – computer aided learning; E-health; ICT in manufacturing- CAD and CAM.
6. **ICT and E-commerce:** Role of ICT in driving E-commerce business, ICT and E-commerce relationship, ICT Infrastructure and E-commerce.

Suggested Readings:

- Pandey, Srivastava and Shukla, *E-Commerce and its Application*, S. Chand
- Joseph P T, *Electronic Commerce – An Indian Perspective*, P.H.I
- Turban, King, Viehland & Lee, *Electronic Commerce- A Managerial Perspective*, Pearson.
- Chaffey, *E-Business and E-Commerce Management: Strategy, Implementation and Practice, 5e*, Pearson India
- Bhanver J, *Click!: The Amazing Story of India's E-commerce Boom and Where it's Headed Hardcover*, Hachette

- Whiteley D, E - *Commerce: Strategy, Technologies and Applications, McGraw Hill*

Paper DSE.306E: Logistic and Supply Chain Management in E –Commerce

Module I: Logistics in E-Commerce

1. **Introduction to E-commerce Logistics:** Logistics in E-commerce – concept, features, importance, evolution of E-commerce logistics, E-commerce logistics in development markets, Indian scenario.
2. **E-logistics:** ICT infrastructure for future logistics, E-logistics for various modes of transport (air, road, rail etc.), automating E-logistics in B2C and B2B E-commerce, E fulfillment, Global logistics trends, Global issues and challenges in Logistics Management.
3. **Warehouse and E-logistics:** Concept of inventory management; Warehouse Management System (WMS) - Functions, Connectivity of WMS solution into ERP, Warehousing challenges of e-commerce; Radio Frequency Identification (RFID) - Cost and benefits, RFID to enhance data capture processes in warehouse environment; GS1 keys used in logistics and E-procurement, The Global Data Synchronization Network (GDSN), Electronic Product Code Information System (EPCIS).

Module II: Supply Chain Management in E-commerce

4. **Introduction to Supply Chain Management:** Concept of supply chain and supply chain management, importance of SCM, evolution of SCM, SCM vs. Value Chain Management.
5. **E-Supply Chain Management:** Application of ICT in SCM; E-Supply Chain planning (Components); E-Supply chain fusion; Channel Management and Channel Integration; New trends in SCM – application of Artificial Intelligence.
6. **Global Supply Chain Management:** Impact of Globalization on Logistics and Supply Chain Management; Managing Global Supply Chain; Single Window System for Global SCM.

Suggested Readings

- Chopra and Kalra, *Supply Chain Management*, Pearson
- Christopher M, *Logistics and Supply Chain Management*, FT Publishing International

- Wang and Pettit, *E-Logistics: Managing Your Digital Supply Chains for Competitive Advantage*, Kogan Page
- Graham, Manikas and Folinas, *E-Logistics and E-Supply Chain Management: Applications for Evolving Business*, IGI Global
- Blokdyk, *Global Supply Chain Management: A Complete Guide*, Createspace Independent Publishing Platform

Fourth Semester

Paper CC.401: Strategic Management

Module I

- 1. Introducing Strategy:** Meaning and Significance of Strategy; Characteristics of Strategic Decisions; Consequences of Characteristics of Strategic Decisions; Levels of Strategy; Strategic Management Process.
- 2. Strategy Analysis - External Analysis:** The Macro-Environment, Industries and Sectors; Sources of Competition—Porter’s Five Forces framework, Strategic Groups, Organizational Fields.
- 3. Strategy Analysis - Internal Analysis:** Critical Success Factors, The Strategic Importance of Resources, Competences and Core Competences, Value Chain, Building Blocks of Competitive Advantage, Durability of Competitive Advantage, Avoiding Failures and Sustaining Competitive Advantage, The Role of Luck, Robustness, Benchmarking
- 4. Business Level Strategy and Functional Strategy:** Competitive Positioning and Business Level Strategy, Generic Business Level Strategy, Competitive Positioning for Superior Performance, Tactics for Business Strategies, Strategic Choice, Functional Strategy— achieving superior Efficiency, Quality, Innovation and Customer Responsiveness

Module II

- 5. Strategic Leadership:** Significance of Strategic Leadership; Level-5 Leadership Pyramid (Jim Collins); Strategy as Planned Emergence—Strategy Development Routes; the Role of Vision, Mission and Values in Managing the Strategy Process—Product-

oriented versus Customer-oriented Vision Statements; Strategic Innovation—the Innovation Process, Types of Innovation, Innovation and Industry Life-cycle; Strategic and Social Entrepreneurship.

6. **Corporate Level Strategy:** Concept of Corporate Parent; Corporate Rationale; Horizontal Integration, Vertical Integration; The Extent of Corporate Diversity—Types of Diversification; Strategic Outsourcing, Stability Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Competing around the World—the Integration-Responsiveness Framework and Strategic Positioning under Globalization.
7. **Strategy Implementation:** Nature of Strategy Implementation and its Interrelationship with Strategy Formulation; Barriers to Strategy Implementation; Implementing Strategy through Organisational Design--Organisational Structure, Organisational Culture, and Organisational Change Matching Strategy and Structure; Strategy-Culture Relationship.
8. **Strategic Evaluation and Control:** Nature of Strategic Evaluation and Control—Strategic Control versus Operational Control; Strategic Evaluation—Importance, Participants, Barriers and Requirements; Techniques of Strategic Evaluation and Control; The Shared Value Creation Framework—The Relationship between Strategy and Business Ethics.

Suggested Readings:

- Hill, C.W.L and G.R. Jones, *Strategic Management— An Integrated Approach*. Cengage Learning
- Johnson, G. and K. Scholes, *Exploring Corporate Strategy: Text and Cases*. Pearson Prentice Hall
- Kazmi, A., *Strategic Management and Business Policy*. McGraw Hill Education
- Rothaermel, F.T. *Strategic Management*. McGraw Hill International Education (2nd edition).
- Thompson Jr., A.A., M.A. Peteraf, J.E. Gamble, A.J. Strickland III and A.K. Jain, *Crafting and Executing Strategy— The Quest for Competitive Advantage—Text and Cases*. McGraw Hill Education

Paper CC.402: Strategic Cost and Management Accounting

Module I

1. **Introduction:** Role of Strategic Cost and Management Accounting in a Globalized Competitive Environment, Cost Management as one of the Critical Success Factors of the Firm, Nexus between Strategic Management and Strategic Cost Management, Value Chain Approach for Cost Management.
2. **Tools of Strategic Cost Management:**
3. Activity Based Costing System and Activity Based Cost Management.
4. Target Costing, Life Cycle Costing, Quality Costing, JIT.
5. **Performance Measurement:** Return on Investment, Residual Income, Different Value Added Concepts like Economic Value Added, Market Value Added, Cash Value Added etc., and Balanced Scorecard. .
6. **Transfer Pricing:** Need, Principles, Different Methods and their Applicability.
7. **Responsibility Accounting and Reporting**

Module –II

8. **Cost Analysis for Decision Making:** Introduction—relevant costing— relevant cost and non-relevant cost —opportunity cost— sunk cost—differential cost and incremental cost.
9. **Marginal Costing and Strategic Management Decisions:** Introduction— marginal cost and strategic management decisions —consideration of limiting factor in decision making— make or buy, adding or dropping a product line, shutdown or continue, special order/ export order, product-mix, pricing decisions.
10. **Management Control Systems:**
 - (i) **Budgetary Control System:** Introduction—budgetary control as managerial tool— budget manual—preparation of different types of budgets— fixed and flexible budget—functional budget— master budget—zero based budgeting—performance budgeting
 - (ii) **Standard Costing and Variance Analysis:** Introduction— the process of standard costing— overhead variances: variable and fixed variances — sales variances: sales value and margin variances—reporting of variances: reconciliation of budgeted profit and actual profit—investigation of variances.
 - (iii) **Cost Management Technique:** Introduction—cost control and cost reduction, benchmarking, value chain analysis and value engineering/value analysis.

Suggested Readings:

- Basu.Banerjee and Dandapat (Edrs), *Strategic Cost Management*, University of Calcutta
- Lal, Jawahar, *Advanced Management Accounting, Text, Problems and Cases*, S.Chand & Co., New Delhi.
- Banerjee, B, *Cost Accounting*, PHI, New Delhi.
- Bhattacharya, Ashis, *Cost Accounting*, PHI, New Delhi.
- Saxena and Vashist, *Cost and Management Accounting*, Sultan Chand and Sons, New Delhi.
- Khan,M.Y.& Jain,P.K., *Management Accounting*, McGraw Hill Education.
- Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, *Management Accounting*, Prentice Hall.
- Horngreen Charles T., and Gary L. Sundem and William O. Stratton, *Introduction to Management Accounting*, Prentice Hall of India.
- Drury, Colin, *Management and Cost Accounting*, Thomson Learning.
- Garison, R.H. and E.W. Noreen, *Managerial Accounting*, McGraw Hill Education.
- Ronald W. Hilton, *Managerial Accounting*, McGraw Hill Education.

Paper CC.403: Auditing and Assurance Services

Module – I

1. **Concept of Audit and Audit Evidences:** Introduction to Auditing, Philosophy of Audit, Extended Meaning of Audit, Auditing as a Social Science, Social Object of Audit, Audit Evidences--Introduction, Sources, Relevance and Reliability, Sufficiency and Appropriateness, Methods of Obtaining Audit Evidences.
2. **Standards on Auditing:** Background, Definition, Scope, Objectives and Significance, Procedure of Issuing Standards, Structure of the Standards Issued by the AASB, Role of IAASB
3. **Auditor's Report and Auditor's Independence:** Essential of Good Report, Elements of Auditor's Report, Types of Auditor's Reports -- Unqualified Report and Modified Report--Qualified Report, Adverse Report, Disclaimer of Opinion—Audit Reports and Certificates for Special Purposes, Auditor's Report under the Companies Act, 2013, the

Companies (Auditor's Report) Order, 2016 (CARO), Auditor's Independence---Meaning and Different Issues.

4. **Internal Control System and Risk Assessment:** Elements of Internal Control System --
- Internal Check and Internal Audit, Evaluation of Internal Control System---Narrative Record, Internal Control Checklist, Internal Control Questionnaire, Tests of Internal Control, Relationship between Internal Auditor and Statutory Auditor, Professional Scepticism, Concept of Audit Risk-Application of Concept of Materiality- Relationship between Audit Risk and Materiality.

Module – II

5. **Special Audit:** (a) *Cost Audit*---Objectives, Benefits, Qualification, Disqualification and Appointment of Cost Auditor; (b) *Management Audit*--- Objectives, Benefits , Appointment of Management Auditor; (c) *Green (Environmental) Audit*: ---Concept, Objectives, Current Practice in India; (d) *Secretarial Audit*---Objectives, Benefits, Qualification and Appointment of Secretarial Auditor, Secretarial Standards (SSs) under the Companies Act, 2013--- a Brief Outline of SSs Issued by the ICSI, Scope and Functions of the Secretarial Standards Board.
6. **Professional Ethics and Professional Misconduct:** Professional Ethics of Chartered Accountants, Fundamental Principles of Professional Accountants, Professional Misconduct and Negligence, Schedules of the Chartered Accountants Act, 1949 relating to Professional Misconduct, Enquiry into Charges of Misconduct of the Chartered Accountants.
7. **Audit in Computerized Environment:** Objectives and Scope of Audit in CIS (Computerized Information System) Environment, Approaches to Electronic Data Processing (EDP) Auditing---Auditing Around the Computer, Auditing Through the Computer, Audit Trail, Computer Assisted Audit Techniques (CAATs).
8. **Government Audit:** Concept of Government Audit, Comptroller and Auditor General(C&AG) --- Duties and Powers, Expenditure Audit and Audit of Receipts, Constitutional Role of C&AG, Audit of Local Bodies and Not-for-Profit Organizations--
-Objectives, Audit Programme.

Note: All topics to be covered with reference to:

- (a) *Companies Act as amended to date*
- (b) *Standards on Auditing as pronounced by the ICAI*
- (c) *Case Studies / Legal Case Decisions , if applicable*

Suggested Readings:

- Basu, B.K, *An Insight into Auditing – A Multidimensional approach*, Basushree Book Stall.
- Basu, S.K, *Auditing and Assurance*, Pearson Education, 2nd edition, 2015.
- Emile Woolf, *Auditing Today*, Prentice Hall India.
- Gupta, K, *Contemporary Auditing*, Tata McGraw Hill.
- Garge, Pankaj, *Auditing and Assurance*, Taxmann Publications Pvt. Ltd, 3rd edition, 2015.
- ICAI, *Standards on Auditing and Guidance Notes*.
- ICSI, *Secretarial Standards*.
- Saha, S.S, *Statutory Auditors' Ethical Role*, Scholar's Press, Germany, 2015
- Saha, S.S, *Statutory Auditors' Objectivity in Corporate Accounting Scandals*, Lambert Academic Publishing, Germany, 2015.
- Tandon, B.N, *Auditing Practice*, Sultan Chand, New Delhi.
- Victor Z. Brink and Herbert Witt, *Modern Internal Auditing*, JohnWiley & Sons.

Paper GE.404: Business Research Methods

Module I

1. **Introduction:** Meaning and Objective of business research; Types of research; Importance of research in business decision making; Ethics in business research.
2. **Research Problem Formulation:** Broad problem area; Problem definition; Literature survey; Identification of research gap; Problem formulation; Hypothesis formulation; Drafting research proposal.
3. **Research Design:** Types of research; Descriptive research, Causal research and Exploratory research; Experimental design; Qualitative and quantitative research; Cross-sectional and longitudinal research.
4. **Scaling Techniques and Questionnaire Design:** Types of scale; Rating scales; Ranking scales; Scales for stimuli; Scales for respondents; Scales for both stimuli and respondents; Reliability and Validity Test; Questionnaire construction.
5. **Sampling Design and Data Collection:** Selection of random sample; Review of sampling techniques; Sampling distributions (statement only); Sample size decisions; Field work.
6. **Data Preparation and Presentation:** Coding, editing and data entry; Tabulation of data; Diagrammatic representation of data.

Module II

7. **Univariate Data Analysis:** Review of descriptive statistics; Review of inferential statistics (Parametric & Non-parametric); Analysis of variance.
8. **Multivariate Data Analysis:** Multiple regression analysis; Multiple and partial correlations; Problems in regression; Logistic regression (Logit and Probit model); Analysis of covariance; Characteristics of panel data; Panel data regression; Principal component analysis; Cluster analysis; Discriminant analysis; Factor analysis; Conjoint Analysis; Structural equation modeling; Data envelopment analysis.
9. **Time Series Analysis:** Time series components; Box-Jenkins methodology; Evaluation of forecast accuracy; Unit root tests; Granger Causality, Co-integration and error correction mechanism; Volatility modeling ; GARCH models (basic idea only).
10. **Report Preparation and Presentation:** Characteristic of a well-written research report; Report presentation

Suggested Readings:

- Das, J. K., *Statistics for Business Decisions*, Academic Publishers
- Das, N. G. and Das, J. K., *Business Mathematics and Statistics*, Tata McGraw Hill
- Aczel, A. D. and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill
- Bryson, Alan, *Business Research Methods*; OUP
- Zikmund and Adhikari, *Business Research Methods*, Cengage
- Murthy, S. N and Bhhojanna, U., *Business Research Methods*, Excel Books
- Sekaran, Uma, *Research Methods for Business: A Skill-building Approach*; Wiley.
- Beri, G. C., *Marketing Research*, Tata McGraw Hill.
- Kothari, C. R., *Research Methodology*, New Age International Ltd.
- Johnson, R. A. and Wichern, D. W., *Applied Multivariate Statistical Analysis*, Prentice-Hall of India
- Makridakis, S. , Wheelwright, S. C. and Hyndman, R.J., *Forecasting Methods and Applications*, John Wiley and Sons
- Maddala, G. S. and Lahiri, K., *Introduction to Econometrics*, John Wiley and Sons
- Nargundkar, R. *Marketing Research - Text And Cases*, Mcgraw Hill

- Shenoy, G. V. and Pant, M., *Statistical methods in Business and Social Science*, McMillan
- Gujarati, D. N. and Sangeetha, *Basic Econometrics*, Mc Graw Hill
- Tsay, R. S., *Analysis of Financial Time Series*, John Wiley and Sons
- Ruppert, D., *Statistics and Finance: An Introduction*, Springer
- Alexander, C., *Market Models - A Guide to Financial Data Analysis*, John Wiley
- Enders, W., *Applied Econometric Time Series*, John Wiley

Discipline Specific Electives: Group A – Accounting and Finance

Paper DSE.405A: Financial Analysis

Module – I

- 1. Introduction:** Meaning and objective of financial analysis – Origin of financial analysis – Demand for and supply of financial statement information – Sources of financial information – Traditional versus New approach to financial analysis
- 2. Tools and Techniques of Financial Statement Analysis:** Horizontal or trend analysis – Vertical analysis or common size statements – Use of accounting ratios and other statistical measures for analysis – Inter-firm and intra-firm comparisons – Benchmark for comparison – Sensitivity Analysis – Prospective Analysis
- 3. Profitability and Cash Flow Analysis:** Application of accounting ratios for measuring profitability – Concept of economic value added – Importance of analysis of cash flow statement – Interpretation of cash flow statement
- 4. Liquidity and Solvency Analysis:** Measurement of Liquidity and Solvency by application of ratios – Liquidity and distribution of current assets – Capital structure analysis

Module – II

- 5. Capital Market Efficiency and its Implications for Financial Analysis:** Random walk and efficient capital market – Nature and forms of efficient capital market – Efficient capital market anomalies – Implications of capital market efficiency – Role of financial analyst in efficient capital market

6. **Distress Analysis:** Meaning of financial distress and corporate failure – Causes and symptoms of failure – Models for prediction of corporate failure
7. **Analysis of Business Combinations:** Meaning and Types of business combinations – Reasons for combinations – Determination of Exchange Ratio – Evaluation of post combination performance
8. **Credit and Equity Risk Analysis:** Types of credit and equity risks – Concept of credit rating – Models for prediction of bond rating and bond risk premium – Techniques and Process of equity risk analysis using financial information

Suggested Readings:

- Bernstein and Wild, *Financial Statement Analysis: Theory, Application and Interpretation*, McGraw Hill.
- Foster, G., *Financial Statement Analysis*, Pearson Education.
- Gibson, C. H., *Financial Statement Analysis*, Cengage Learning.
- Lev, B., *Financial Statement Analysis: A New Approach*, Prentice Hall.
- Penman, S. H., *Financial Statement Analysis and Security Valuation*, McGraw Hill.
- Sinha, G., *Financial Statement Analysis*, Prentice Hall of India.
- Subramanyam and Wild, *Financial Statement Analysis*, McGraw Hill.
- White, Sondhi and Fried, *The Analysis and Use of Financial Statements*, John Wiley & Sons.

Paper DSE.406A: International Finance

Module I

1. **Forex Market Transactions:** Exchange Rate Quotations, Exchange Rate Exposure, Exchange Rate Volatility, Volatility Clustering, Transaction Exchange Risk, Forward Contracts, Arbitrage and Trading.
2. **International Parity Conditions:** Interest Rate Parity, Hedging Transaction Risk in the Money Market, Unbiasedness Hypothesis, Fischer Effect, International Fischer Effect, Purchasing Power Parity and Real Exchange Rates, MacPPP Standard.

3. **Currency Futures:** Contract Features and Price Quotes, Basis, Hedging, Optimal Hedge Ratio, Speculation and Arbitrage.
4. **Currency Options:** Contract Features and Price Quotes, Risk Management.
5. **Currency Swaps:** Features, Market Quotations, Borrowing advantages, Counter-Party Risk, Swaps as a series of Forward Contracts, Hedging.

Module – II

6. **International Financing:** Corporate Sources and Uses of Funds - Equity Financing (ADR and GDR) - International Financial Markets - Development Banks –Project Finance - The Euro Markets
7. **Foreign Investment and Working Capital Management:** International Portfolio Investment, International Capital Budgeting – Country Risk, Financing Foreign Trade – Management and Financing of Current Assets
8. **International Transfer Pricing:** Objectives – Arm’s Length Price-Advance Pricing Agreement-Safe Harbour -Techniques of International Transfer Pricing – Indian Perspective
9. **International Taxation:** Tax Equity and Tax Neutrality –Tax Havens – Double Taxation –Relief from Double Taxation – Tax Treaties – Treaty Shopping – Base Erosion Profit Sharing - Double Taxation Avoidance Agreement- Models of DTAA
10. **Recent Developments:** International Indebtedness - Capital Account Convertibility - Innovations in International Financial Instruments.

Suggested Readings:

- Shapiro, A.C., *Multinational Financial Management*, Wiley.
- Bekaert, G. & Hodrick, R.J., *International Financial Management*, PHI.
- Jain, P.K., Peyrard, J. & Yadav, S.S., *International Financial Management*, Trinity Press.
- Srivastava, R., *Derivatives and Risk Management*, Oxford University Press.
- Siddaiah, T, *International Financial Management*, Pearson
- Eiteman, D., Stonehill, A. I. and Moffet, M. H., *Multinational Business Finance*, Pearson
- Click, R.W. & Coval, J.D., *The Theory and Practice of International Financial Management*, PHI.

- Jarrow, R.A. & Chatterjea, A., *Derivative Securities, Financial Markets & Risk Management*, Viva Books.

Discipline Specific Electives: Group B – Banking and Insurance

Paper DSE.405B: Fund Management in Banking and Insurance Companies

Module I

1. **Introduction to treasury operations in banks:** Concept and evolution; objectives and role of treasury; functions of treasurer; scope and functions of treasury management; organization structure of treasury; integrated treasury; internal treasury control system; RBI measures relating to treasury operations in banks; role of information technology in treasury management.
2. **Liquidity management, restrictions on investment and forex market operations:** Maintenance of CRR and SLR- concept, regulatory guidelines, penalty for non maintenance, cost of fund; CCIL – netting or elimination of exposure; restrictions on SLR and Non-SLR investments – Prudential Norms by RBI; Investment accounting (outline only); Forex market operation – international financial system and forex market, instruments traded, exchange rate system, Indian forex market and RBI; Forex valuation – FEDAI guidelines.
3. **NPA Management:** Concept, classification, guidelines to recognition of NPA; provisioning requirement; NPA accounting, SARFAESI Act and Insolvency and Bankruptcy Code (brief idea).
4. **Capital Adequacy and BASEL Norms:** meaning of capital fund, sources, importance of capital fund in risk management, capital adequacy standards – BASEL framework (its evolution and present form), present state of capital adequacy standards in India.
5. **Measurement of Financial Performance of Banks:** Financial statements prepared by banks (brief outline); analysis and interpretation of key financial performance indicators.

Module II

6. **Investment Management in Insurance Institutions:** Possible avenues of investments, Provisions of IRDA (Investment) Regulations 2016.
7. **Asset- Liability Management and Solvency:** Concept of solvency and solvency margin, need for solvency margin, maintenance of solvency margin by insurance companies –

IRDA (Asset- Liability Management and Solvency Margin of Insurers) Regulation 2000; International practices, need for a Risk Based Capital approach in India.

8. **Measurement of Financial Performance of Insurance Companies:** Financial statements prepared by insurance companies (brief outline), Key performance indicators.
9. **Disclosure Norms for Insurance Companies:** Introduction, Objectives of Disclosures, Norms of Disclosure, Disclosure Forming Part of Financial Statements (Life Insurer) Part II, Disclosure for Non-life Insurance Companies

Suggested Readings:

- IIBF, *Treasury Management*, McMillan
- IIBF, *Treasury, Investment and Risk Management*, Taxmann Publication Private Limited
- IIBF, *Bank Financial Management*, McMillan
- IIBF, *Advance Bank Management*, McMillan
- IIBF, *Credit Management in Banks*, McMillan
- Zad N S, Financial, *Treasury and Forex Management*, Taxmann Publication Private Limited
- Consoquest & Gehin, *Asset Liability Management for Banks and Insurance Companies*, Wiley
- Pathak and Ghosal, *Asset Liability Management in Banks*, ICFAI University Press

Paper DSE.406B: Risk Management – Tools and Applications

Module – I

1. **Introduction:** Concept of ‘Risk’ – Difference between ‘Risk’ and ‘Uncertainty’ – Types of Risk – Market Risk, Credit Risk, Liquidity Risk, Interest Rate Risk, Operational Risk, Off Balance Sheet Risk, Foreign Exchange Risk, Sovereign Risk, Insolvency Risk – Concept of Enterprise Risk Management (ERM) – Definition of ‘Risk Management’ – Approaches to Risk Management – Risk Management Strategies
2. **Interest Rate Risk Management:** Analysis of Interest Rate Risk – Concepts of Term Structure of Interest Rates and Yield Curve – Inseparability of Interest Rate Risk and Credit Risk – Interest Rate Risk Safety Zone – Measuring Interest Rate Risk – Gap Analysis, Asset – Liability Repricing and Repricing Risk, Duration and Convexity, Simulation Models – Interest Rate Risk Measurement and Basel Norms – Managing

Interest Rate Risk – Interest Rate Immunization, Yield Curve Smoothing, Interest Rate Derivatives

3. **Market Risk and its Management:** Market Risk and its Types – Calculating Market Risk Exposures – Market Risk and Basel Norms – Value-at-Risk (VaR) methodology – Factors affecting VaR – Statistical Issues in VaR computation – Sources of Foreign Exchange Risk Exposure – Foreign Asset and Liability Positions – Interaction of Interest Rate, Inflation and Exchange Rates – Hedging Market Risk – Dynamic Hedging Strategies
4. **Managing Sovereign and Insolvency Risks:** Sovereign Risk Events – Debt Repudiation versus Debt Rescheduling – Evaluation of Sovereign Risk – Mechanisms for dealing with Sovereign Risk Exposures – Debt for Equity Swaps, Bond for Loan Swaps, Multi Year Restructuring Agreement, Loan Sales – Insolvency Risk Analysis through Capital Adequacy Ratios in Banking and Insurance Services
5. **Risk Analysis in Insurance Services:** Insurability of Risks – Nature of Insurance and Reinsurance Risks – Law of Large Numbers and Actuarial Methods of Insurance Pricing – Mitigating Risks in Insurance Services

Module II

6. **Credit Risk Management :** Credit Risk Exposures – Types of Credit Risk – Credit Events – Credit Quality Problems and Credit Rating Transition Matrix – Credit Risk Measurement Models – Merton’s Model – Credit Risk Measurement and Basel Norms – Managing Credit Risk – Credit Derivatives and Securitization
7. **Liquidity Risk Management:** Liability-side and Asset-side Liquidity Risk – Types of Liquidity Risk Events – Inter -linkage between Liquidity Risk and Credit Risk – Liquidity Risk in Insurance Services – Measuring Liquidity Risk – Jarrow-Merton Put Option Model – Managing Liquidity Risk – Choice of Liability Structure and Arrangement of Line of Credit
8. **Asset Liability Management:** Concept, Role of ALM in managing interest rate risk and liquidity risk, RBI guidelines.
9. **Managing Operational and Off Balance Sheet Risks:** Off Balance Sheet Risk Exposures – Loan Commitments, Commercial Letters of Credit and Letters of

Undertaking, Derivatives, Bank Guarantees and Deposit Insurance – Nature of Off Balance Sheet Risks – Sources of Operational Risk – Measurement of Operational Risk – Operational Risk and Basel Norms – Mitigating Operational Risk

Suggested Readings:

- Hopkin, P., *Fundamentals of Risk Management*, Kogan Page.
- Hull, J. C., *Risk Management and Financial Institutions*, Wiley.
- Indian Institute of Banking and Finance, *Risk Management*, Macmillan.
- Jorion, P., *Financial Risk Manager Handbook*, GARP, Wiley Finance.
- Rejda, G., *Principles of Risk Management and Insurance*, Pearson Education India.
- Saunders, A. and Cornett, M. M., *Financial Institutions Management*, McGraw Hill International.
- Van Deventer, D., Imai, K. and Mesler, M., *Advanced Financial Risk Management*, John Wiley and Sons.

Discipline Specific Electives: Group C – Marketing Management

Paper DSE.405C: Consumer Behaviour and Marketing Research

Module I

1. Consumer Behaviour; Concept; Importance; Stimulus Response Model.
2. Opinion Leadership; Innovation; Diffusion and Adoption.
3. Buying Decision Process; Role of Involvement; Consumer Behaviour Models.
4. Organisational Buying Behaviour; Family Buying Behaviour.

Module II

5. Marketing Research; Importance; Purpose and Scope
6. Qualitative vs. Quantitative research
7. Sources of Information; Marketing Information System
8. Marketing Research Techniques; Application in Marketing.

Suggested Readings:

- Loudon, Della and Bitta, *Consumer Behavior, Concepts and Application*, McGraw Hill.

- Bennett and Kassarian, *Consumer Behaviour*, Prentice Hall.
- Schiffman and Kanuk, *Consumer Behavior*, Prentice Hall.
- Engel, Blackwell and Miniard, *Consumer Behavior*, Dryden Press.
- Nargundkar, *Marketing Research, Text and Cases*, McGraw Hill
- Majumdar, R., *Marketing Research : Text, Applications and Case Studies* ,New Age International Ltd
- Beri, G C., *Marketing Research* , Tata McGraw Hill
- Malhotra, N., *Marketing Research: An applied Orientation*, Pearson Education
- Green, Tull and Albaum, *Research for Marketing Decisions*, PrenticeHall of India

Paper DSE.406C: Product Management and Marketing of Services

Module I

1. Product types and classification; Product Line and Mix Decisions.
2. Brand Building Process; Branding Techniques and Decisions.
3. Brand positioning and re-launch.
4. Strategies for Leader, Follower, Challenger and Nicher

Module II

5. Growth of Service Industry; Importance; Service as Independent Product and Product Support; Types; Characteristics of a Service
6. Service Marketing Mix; Differentiation; Service Marketing Triangle
7. Service Quality; Service Standardization.

Suggested Readings:

- Kapferer, *Strategic Brand Management*, Kogan Page
- Keller, *Strategic Brand Management, Building, Measuring and Managing Brand Equity*, Prentice Hall India.
- Zeithmal and Bitner, *Services Marketing, Integrating Customer Focus Across The Firm*, McGraw Hill.
- Christopher, *Service Marketing*, Prentice Hall India.

Discipline Specific Electives: Group D – Taxation **Paper DSE.405D: Indirect Tax Procedure**

Module I

1. Goods and Services Tax

- Return, Payment of Tax and Refund
- Assessment, Demands and Recovery, Advance Rulings
- Appeals and Revision, Offences and Penalties

Module: II

2. Customs Duty

- Importation, Exportation and Warehousing
- Duty drawback, Recovery, Demands and Refund, Advance Ruling
- Appeals and Revision, Offences and Prosecution

Suggested Readings:

- Datey, V.S., *Indirect Taxes: Law and Practice*, Taxmann.
- Datey, V.S., *GST Law & Practice with Customs and FTP*, Taxmann
- Bare Act: *Central Goods and Services Tax Act, 2017*
- Bare Act: *West Bengal State Goods and Services Tax Act, 2017*
- Bare Act: *Integrated Goods and Services Tax Act, 2017*
- *Central Goods and Services Tax Rules, 2017*
- *West Bengal Goods and Services Tax Rules, 2017*
- *Integrated Goods and Services Tax Rules, 2017*
- Singhanian, V.K., *Direct Taxes Law and Practice with special reference to Tax Planning*, Taxmann.

Paper DSE.406D: Computerised Taxation and Return Filing

Module: I

1. Return Form, Mode of Submission, PAN, Quoting of Adhaar number
2. New Form 26AS, Use of e-tax calculator, E-Pay tax, Calculation of relief
3. e-filing without using digital signature and using digital signature and electronic verification code, Uploading of Return, View e-filed return ,e-verification

Module: II

4. Computation of GTI and tax payable(individual, company)
5. e-filing of return in proper form
6. e-verification/ generation of return verification form

Suggested Readings:

- Datey, V.S., *Indirect Taxes: Law and Practice*, Taxmann.
- Datey, V.S., *GST Law & Practice with Customs and FTP*, Taxmann
- Bare Act: *Central Goods and Services Tax Act, 2017*
- Bare Act: *West Bengal State Goods and Services Tax Act, 2017*
- Bare Act: *Integrated Goods and Services Tax Act, 2017*
- *Central Goods and Services Tax Rules, 2017*
- *West Bengal Goods and Services Tax Rules, 2017*
- *Integrated Goods and Services Tax Rules, 2017*
- Singhanian, V.K., *Direct Taxes Law and Practice with special reference to Tax Planning*, Taxmann.

Discipline Specific Electives: Group E – E Commerce

Paper DSE.405E: Web-Designing and Digital Marketing

Module I: Web-Designing

1. **Introduction to Internet:** Concept, Evolution of internet, Significance, Types of Network, Internet Network Services and functions of internet; Internet Technology and Protocol; Internet Addressing Scheme; Internet Security – firewalls, basics of asymmetric cryptosystems; Internet Security Management - Information Privacy and Copyright Issues; Governance on Internet; Email Network and server, Email Protocol.
2. **Basics of Web-Designing:** Concept of www, web technology, types of websites, functioning of websites, difference between web designer and web developers, how to create a Basic Web Page, Web Page Layout techniques; Concept of HTML, HTML for content development, Cascading Style Sheets (CSS)-Selector Type, Common Properties, Photoshop Elements and Principles of Design, Interactivity tools.
3. **New Trends in Web-Designing:** Role of Multimedia and Graphics, JavaScript, Use of Adobe Dreamweaver, Design a Facebook Page, Create You Tube Videos; Other Utilities - GIF Animation, On-Page Search Engine Optimization, Google Webmasters Tools, Developing a Mobile Website.

Module II: Digital Marketing

4. **Introduction to Digital Marketing:** Digital Marketing- concept, features, strategies; aligning internet with business objectives, User behavior in the digital space and Navigation; Branding and Customer Experience in digital age, Customer Insights – concept, importance in digital marketing, tools available.
5. **Search Engine Marketing and Social Media:** Search Engine Optimization (SEO) – Search Engines Basics, Functioning of Search Engines, On & off-page Optimization; Search Engine Marketing - Concept, Understanding Google search - Organic & Paid, Overview of Google Adwords, Google AdSense, Microsoft AdCenter and Yahoo Search Marketing; Social Media Optimization – concept, bookmarking & aggregating, content, content sharing, knowledge sharing, connecting to social networking; Campaign Management, Pay Per Click (PPC) Management, Conversion Tracking, Targeting & Analytics, Keyword Selection, Conversion Metrics- CPA, CTR, Campaigns - Google PPC Campaigns, LinkedIn Campaigns, Facebook Campaign, YouTube Advertising; Use of Google Analytics.
6. **Marketing through E-mails and Mobiles:** E-mail Marketing - User Behaviour, Segmentation, Key Metrics, Best Practice Case Studies, E-marketing strategies, Tracking landing pages, Choosing your metrics, A/B and Multivariate testing, Analyzing test results, Setting your budgets; Mobile Marketing - Concept, SMS Strategy, Mobile Advertising, Mobile Optimized Websites, Mobile Apps, Proximity Marketing.

Suggested Readings:

- Jain S, *Web Designing and Development: Training Guide*, BPB Publications
- Mehra and Mehra, *Website Development Using HTML and CSS - A Practical Step-By-Step Guide to Develop E-Commerce Store*, Unicorn Books
- Kotler P, *Marketing 4.0: Moving from Traditional to Digital*, John Wiley and Sons
- Bhatia P, *Fundamentals of Digital Marketing*, Pearson
- Ahuja V, *Digital Marketing*, Oxford Publications
- Dodson I, *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*, Wiley

Paper DSE.406E: E-Commerce Security and Law

Module I

1. **Introduction to E-commerce Security:** E-commerce security – concept, importance, security issues in E-commerce, security risks in E-commerce, sources of threats, types of threats.
2. **Network Security Issues:** Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server.
3. **Other Security Issues:** Cryptography, Symmetric and Asymmetric Cryptosystem, public key certificates and infrastructures, authentication and authorization certificates, Role of electronic signature; EDI Security; Mobile code security, security of agent-based systems, secure electronic transactions, electronic payment systems, intellectual property protection.

Module II

4. **Introduction to Cyber Law:** Cyber law – concept, worldwide scenario.
5. **Cyber Crime and Laws in India:** Cyber crime cases in E-commerce space- worldwide and Indian scenario; Cyber Law in India- Information Technology Act 2000- relevant provisions; A few cyber crime cases and their legal remedies under this Act.
6. **Other Laws Protecting Cyber Consumers in India:** Protection of Cyber Consumers in India and Consumer Protection Act 1986, Specific relief Act 1963 and Sale of Goods Act 1930.

Suggested Readings:

- Sood V, *Cyber Laws Simplified*, TMH (2001)
- Sharma V, *Handbook of Cyber Laws*-Macmillan (2002)
- Oberoi S, *e-Security and you*, TMH (2001)
- Greenstein & Feinman, *Electronic Commerce-Security, Risk Mgt and Control*, TMH (2000)
- Viswanathan A, *Cyber Law- Indian And International Perspectives On Key Topics Including Data Security, E-Commerce, Cloud Computing And Cyber Crimes*, Lexis Nexis.
- Ghosh A K, *E-commerce Security: Weak links Best Defenses*, Wiley
 - Ghosh A K, *E-commerce Security and Privacy*, Springer