

# St. Joseph's College of Commerce

(Autonomous)

163, Brigade Road, Bangalore – 560 025

Accredited and Re-Accredited with 'A' Grade by the  
National Assessment and Accreditation Council (NAAC)

Recognized by the UGC as

**“COLLEGE WITH POTENTIAL FOR EXCELLENCE”**



## Bachelor of Commerce

(Regular)

Semester V & VI

*Syllabus w.e.f., 2016 – 2017*

**Academic year 2016 – 2017**

**B.COM COURSE STRUCTURE  
SEMESTER SCHEME OF EXAMINATION  
CORE SUBJECTS  
SEMESTER - V**

Subject Code	Title of the Paper	Lecture Hrs per week	Marks		Total Marks	Grade/ Credits
			CIA	ESE		
C1 11 501	Income Tax - I	05	50	50	100	05
C1 12 502	Cost and Management Accounting III	05	50	50	100	05
C1 12 503	Principles & Practice of Auditing	03	50	50	100	03
C1 11 504	Company Law & Secretarial Practice	05	50	50	100	05
	Elective - Paper I	04	50	50	100	04
	Elective - Paper II	04	50	50	100	04
	<b>Total</b>	<b>26</b>	<b>300</b>	<b>300</b>	<b>600</b>	<b>26</b>

**SEMESTER - VI**

Subject Code	Title of the Paper	Lecture Hrs per week	Marks		Total Marks	Grade/ Credits
			CIA	ESE		
C1 11 601	Income Tax - II	05	50	50	100	05
C1 11 602	Operation Research	04	50	50	100	04
C1 11 603	Service Management & Insurance	04	50	50	100	04
C1 11 604	Corporate Knowledge Integration	02	50	50	100	02
	Elective - Paper III	04	50	50	100	04
	Elective - Paper IV	04	50	50	100	04
	Internship / Project					
	Viva Voce				100	02
	<b>Total</b>	<b>23</b>	<b>300</b>	<b>300</b>	<b>700</b>	<b>25</b>

*CIA - Continuous Internal Assessment*

*ESE - End Semester Exam*

## **GROUP OF ELECTIVES**

### **ELECTIVE - I: ACCOUNTING**

Paper I	ACC 505	Accounting & Information Systems
Paper II	ACC 506	Advanced Financial Accounting
Paper III	ACC 605	Auditing
Paper IV	ACC 606	Accounts of Other Companies

### **ELECTIVE - II: FINANCE**

Paper I	FIN 505	International Finance
Paper II	FIN 506	Advanced Financial Management
Paper III	FIN 605	Security Analysis and Portfolio Management
Paper IV	FIN 606	Tax Planning for Business Decisions

### **ELECTIVE - III: MARKETING MANAGEMENT**

Paper I	MKT 606	Retail and Logistic Management
	MTT 607	Retail Analytics
Paper II	MKT 506	Consumer Behaviour
Paper III	MKT 605	International Marketing
Paper IV	MKT 505	Creative Advertising and Media Management

### **ELECTIVE - IV: HUMAN RESOURCE MANAGEMENT**

Paper I	HRM 505	Employee Relations Management
Paper II	HRM 506	Human Resource Development
Paper III	HRM 607	Industrial Psychology and Industrial Relations
Paper IV	HRM 606	International Human Resource Management

**SEMESTER - V**  
**C1 11 501: INCOME TAX - I**

**Objective:**

The Objective of the syllabus under this paper is to expose the students to the various important provisions of Income Tax Act relating to computation of Income of individual assessee only.

**Module-1: Introduction** **6 Hrs**

Brief history of Income Tax – Legal Frame work – Cannons of Taxation – Finance Bill – Scheme of Income Tax.

Definition: Assessee – Person – Assessment year – Previous year – Income – Gross Total Income – Total Income – Agricultural Income (including integration of Agricultural Income with Non – Agriculture Income).

**Module - 2: Revenue and Capital Items** **4 Hrs**

Revenue and Capital (a) Receipts; (b) Expenditure and (c) Losses.

**Module - 3: Residential Status and Incidence Of Tax** **8 Hrs**

Residential status– Resident – Ordinary & Not ordinary and Non-Resident of individual with incidence of tax. HUF & company – Residential status only.

**Module - 4: Exempted Incomes U/S 10** **6 Hrs**

(Restricted to Individual Assessee) fully exempted and partly exempted incomes – including problems on House Rent Allowance – Leave Encashment – Commutation of Pension – Death-cum-Retirement benefits – Gratuity – compensation received on termination of the service.

**Module-5 : Income from Salary** **30 Hrs**

Income from Salary – Features of Salary Income – Basic Salary

Allowance - Types – Perquisites – Types section 89(1) – Tax Rebate U/S 88 - Problems.

## **Module-6 : Income from House Property**

**15 Hrs**

Introduction – Annual value under different situations (self occupied – Let out – Partly self occupied partly let out – Portion wise and time wise) – Deductions (u/s 24) – problems.

### **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Form No. 49A (PAN) and 49B.
2. Filling of Income Tax Returns.
3. List of enclosures to be made along with IT returns (with reference to salary & H.P).
4. Preparation of Form-16.
5. Computation of Income Tax and the Slab Rates.
6. Computation of Gratuity.
7. Chart on perquisites.
8. List of enclosures to be made along with IT returns (with reference to salary and house property incomes).

### **Books for Reference:**

- ❖ *B. B. Lal: Direct Taxes, Konark Publisher (P) Ltd.*
- ❖ *B. S. Raman : Income Tax.*
- ❖ *Bhagwathi Prasad: Direct Taxes – Law and Practice, Wishwa Prakashana.*
- ❖ *Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and Sons.*
- ❖ *Dr. Girish Ahuja & Dr. Ravi Gupta: Income Tax.*
- ❖ *Dr. Mehrotra & Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.*
- ❖ *Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann Publication.*
- ❖ *Gaur & Narang: Income Tax.*

**SEMESTER - V**  
**COST AND MANAGEMENT ACCOUNTING - III**

**Objective:**

To enable the students to understand the importance of analysis and interpretation of Financial Statements, to equip the students with the adequate skills to prepare various types of analytical statements and to help students to prepare management reports for decision making.

**Module-1: Introduction** **5 Hrs**

Meaning – Nature and Scope of Management Accounting – Relationship between Financial Accounting – Cost Accounting and Management Accounting – Role of Management Accountant in the Present Scenario.

**Module - 2: Financial Statement Analysis** **8 Hrs**

Meaning and concept of Financial Analysis – Types of Financial Analysis – Methods of Financial Analysis – Problems on Comparative Statements – Common Size statements – Trend Analysis.

**Module - 3: Ratio Analysis** **15 Hrs**

Meaning – Utility and limitations – Classification of Ratios – Calculation and interpretation of Solvency – Turnover – Profitability & Liquidity ratios.

**Module - 4: Fund Flow Analysis** **15 Hrs**

Meaning – Concept of Fund and Funds Flow Statement – Uses and significance of funds – Flow Statement – Procedure for preparing FFS – Schedule of changes in working capital – Statement of sources and application of funds.

**Module-5 : Cash Flow Analysis** **12 Hrs**

Meaning and concept – Comparison between Funds Flow and Cash Flow Statements – Uses and significance of CFS – Preparation of Cash Flow Statement as per IFRS.

## **Module-6 : Contemporary Concepts**

**20 Hrs**

Activity Based Costing; Life Cycle Costing; Target Costing; Kaizen Costing; Balanced Score Card ( including problems).

### **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Collection of Financial Statements of any one organization for two years.
2. Calculation of ratios based on the above financial statement:  
Profitability ratios – Gross
3. Profit ratio, Net Profit ratio, ROCE, Current Ratio, Liquid Ratio.
4. Preparation of Funds Flow/Cash Flow Statements with imaginary figure as per Accounting Standards.
5. Draft an imaginary Management Report.
6. Preparation of trend charts of a company of your choice.

### **Books for Reference:**

- ❖ *Dr . S. N. Maheswari: Management Accounting.*
- ❖ *AugustinAmaladas and Mary AmalaShanthi: Corporate Financial Knowledge Integration, Himalaya publications.*
- ❖ *I. M. Pandey: Management Accounting.*
- ❖ *Jain &Narang: Cost and Management Accounting.*
- ❖ *M. A. Sahab: Management Accounting.*
- ❖ *PrabhakaraRao: Management Accounting.*
- ❖ *R. S. N. Pillai&Bagavathi: Management Accounting.*
- ❖ *Sexana: Management Accounting.*
- ❖ *Sharma &Shashi Gupta: Management Accounting.*
- ❖ *Vinayakam: Management Accounting Tools and Techniques.*

**SEMESTER - V**  
**COST AND MANAGEMENT ACCOUNTING - III**

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- ❖ *AugustinAmaladas and Mary AmalaShanthi: Corporate Financial Knowledge Integration, Himalaya publications.*
- ❖ *I. M. Pandey: Management Accounting.*
- ❖ *Jain &Narang: Cost and Management Accounting.*
- ❖ *M. A. Sahab: Management Accounting.*
- ❖ *PrabhakaraRao: Management Accounting.*
- ❖ *R. S. N. Pillai&Bagavathi: Management Accounting.*
- ❖ *Sexana: Management Accounting.*
- ❖ *Sharma &Shashi Gupta: Management Accounting.*
- ❖ *Vinayakam: Management Accounting Tools and Techniques.*

**SEMESTER - V**  
**C1 12 503: PRINCIPLES & PRACTICE**  
**OF AUDITING**

**Objective:**

To facilitate acquisition of Adequate knowledge and practices of auditing and introduction to Standards of Auditing.

**Module - 1: Introduction to Auditing: (Standards of Auditing (SA200-299) 8 Hrs**

Auditing- meaning, definition. Objectives of an audit - primary & secondary objective. Case Laws on Audit Objectives. Types of Audit - Statutory & Independent Audit. Meaning of errors,- Classification of errors, its detection by an auditor. Frauds - meaning, intention, classification & detection by auditor. Window dressing of financial statements. An overview of Auditing and Assurance Standards issued by ICAI.-EDP audit-Extended Business Reporting Language.

**Module - 2: Audit Planning: (Standards of Auditing(SA200-599) 10 Hrs**

Commencing an Audit - Audit Engagement letter, Commencement procedures- (SA 210)

**Documentation** - Documentation as under SA 230-Audit working papers, Audit files: Permanent and current audit files, Ownership and custody of working papers, materiality (SA 320), audit evidence (SA 500) and documentation

Formulating an Audit Programme, drawing up the Audit Process. Audit Procedures- Compliance procedures & tests of Detail. Auditing Techniques. Statistical Sampling (SA530) in Auditing. Vouching & verification.

**Module-3: Internal Control: (SA 265) 10Hrs**

Concept of Internal Control, Internal check & Internal Audit, objectives. Features of a good Internal Control System. Methods of recording existing Internal Control Systems followed by an

auditor – Questionnaire, Check list & flow chart methods. Role of the management. Internal control in specific areas – Sales & debtors, Purchases & creditors, Cash & bank balance/receipts/payments, Fixed Assets, Investments. Review & evaluation of Internal Control Systems, Risk assessment. Reporting to clients on Internal Control weaknesses. (SA 265).

**Module-4: The Company Auditor** **10Hrs**

Appointment of Auditor, Remuneration, Functions, Duties of an Auditor. Rights & Liabilities of an Auditor as per Companies Act 2013.

**Module - 5: Audit Report (SA700-799)** **7 Hrs**

Auditors Opinion, nature of an Auditors Opinion. Basics of An Audit Report – True & fair view, Audit examination, Information & explanations from the management, Statement of facts Vs Expression of opinion, date of report & signing. Types of Audit Report. Qualifications in the Auditors Report.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. 1. Collect the information about types of audit conducted in any one Organization.
2. Visit an audit firm; write about the procedure followed by them in auditing the books of accounts of a firm.
3. Draft an investigation on behalf of a Public Limited Company.
4. Record the verification procedure with respect to any one fixed asset.
5. Prepare a qualified or clean audit report for a given situation.
6. Case law on depreciation – facts and judgements.
7. List out Mandatory Standards issued by ICAI.

### **Books for Reference:**

- ❖ *B. N. Tandon, S. Sudharsanam & S. Sundharabahu: A Handbook of Practical Auditing, S. Chand & Co. Delhi.*
- ❖ *B. N. Tandon: Auditing, S. Chandra & co. Ltd., Delhi.*
- ❖ *D. P. Jain: Auditing, Konark Publishers Pvt. Ltd., Delhi.*
- ❖ *Dinakar Pagare: Practice of Auditing*
- ❖ *Dr. T. R. Sharma: Auditing, Sahitya Bhavan, Agra.*
- ❖ *Jagadeesh Prakash: Auditing.*
- ❖ *Kamal Gupta & Ashok Arora: Fundamentals of Auditing, Tata McGraw Hill.*
- ❖ *C.A Institute study material for Inter and final examinations.*

**SEMESTER - V**  
**C1 11 504: COMPANY LAW AND**  
**SECRETARIAL PRACTICE**

**Objective :**

The subject makes an attempt to incorporate all basic concepts and practices of company management that provides the foundation and legal framework to guide the formative knowledge of Companies Law Concepts required to understand and manage a Company.

**Module - 1: Over View of Companies Act, 2013** **7 Hrs**

Overview of Company (History, types of companies) - Authorities related to company law board - Registrar of companies and SEBI (in brief) - Importance and functions (in brief) - Company Secretary: Qualification, appointment and terminations.

**Module - 2: Company Formation** **20 Hrs**

- (a) **Promotion:** Functions and Position of Promoters, steps in promotion, Pre-incorporation contracts, Provisional contract.
- (b) **Documents to Commence Business:** Functions and Position of Promoters, steps in promotion, Pre-incorporation contracts, Provisional contract.
- Memorandum of Association: Meaning and Definition, contents, Doctrine of ultra- vires and Alteration of Memorandum
  - Articles of Association: Meaning, contents, alteration constructive notice and indoor management
  - Prospectus: Meaning, definition, importance, contents, Prospectus by implication, Shelf Prospectus, Red Herring Prospectus, Liability for misstatements and statement in lieu of prospects.
  - Certificate for commencement of business.

**Module - 3: Shares****20 Hrs**

Allotment – IPO (book building process, only guidelines) – Legal provisions on allotment – Underwriting Agreements – Underwriting Commissions – Buyback of shares – Depository system (D-MAT, RE-MAT) – Transmission of Shares.

**Members and Shareholders:** Meaning of Member – Acquisition of Membership – Termination of Membership – Register of Members.

**Share Capital:** Meaning of Share and Stock – Differential voting rights – Reduction of Share Capital.

**Borrowing and Debenture:** Borrowing powers – Effects of Ultra Vires borrowings – Mortgage and charge – Debentures – Kinds of Debentures – Debenture Trust Deed. MCA 21 guidelines.

**Module - 4: Company Meetings****12 Hrs**

Importance of meetings – Types of meetings – Annual General Meeting and Extraordinary General Meeting – Requisites of a valid meeting – Quorum – Chairman – Adjourned Meetings – Proxies – Voting – Different types of Resolutions.

**Module - 5: Directors****8 Hrs**

Need for Directors – Position of Directors – Their appointment – Retirement and removal.

**Module - 6: Winding Up****8 Hrs**

Modes of Winding up – Consequences of winding up – Official Liquidator – Defunct Company.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Circulate and show the prospectus to class.
2. Circulate and show the agenda to the class.
3. Draft agenda.
4. Circulate and show the directors report.

5. Circulate and show the auditors report.
6. Collect blank share application form and make the class fill it.
7. Drafting of Memorandum of Association – Drafting Articles of Association.
8. Drafting Notice of Company Meetings – Annual – Special and Extra ordinary – Board.
9. Drafting Resolutions – different types.
10. Book building process flow chart.

**Books for Reference:**

- ❖ *A. K. Majumdar & G. K. Kapoor: Company Law & Practice.*
- ❖ *Avtar Singh: Principles of Company Law.*
- ❖ *Dr. P. N. Reddy & H. R. Appanaiah: Essentials of Company Law & Secretarial Practice.*
- ❖ *K. C. Garg & Vijay Gupta: Company Law & Secretarial Practice.*
- ❖ *M. C. Bhandari: Guide to Company Law Procedure.*
- ❖ *M. C. Kuchchal: Secretarial Practice.*
- ❖ *M. C. Shukla & Gulshan: Principles of Company Law.*
- ❖ *N. D. Kapoor: Company Law & Secretarial Practice.*
- ❖ *S. C. Kuchehal: Company Law & Secretarial Practice.*
- ❖ *Taxman: Company Law.*
- ❖ *Tuteja: Company Administration and Meetings.*

**SEMESTER - V**  
**ELECTIVE - I: ACCOUNTS**

**Objective:**

The objective of this Elective is to familiarize the students with the use of different software packages in the areas of Financial, Cost and Management Accounting. Students will also be exposed to Principles and Practices of Auditing, and Advanced Accounting issues as well as recent developments in accounting practices.

**PAPER - I**  
**ACC 505: ACCOUNTING AND INFORMATION**  
**SYSTEMS**

**Module 1: Information Systems** **8 Hrs**

System - What is a System - Definition - Characteristics - Elements - Information System - Definition - Components - Type of Information Systems in Business - Accounting Information System.

**Module 2: Information System Audit** **5 Hrs**

Basic Idea of Information Audit - Difference with the Traditional Concepts of Audit - Conduct and Application of Information System Audit in Internet Environment.

**Module 3: Introduction To E-Commerce** **10 Hrs**

What is E-Commerce - Types - Role of Ecommerce - Conceptual Framework - Electronic Fund Transfer - Electronic Data Interchange - Electronic Data Interchange in Action - Benefits - EDI Users and Types of Activities.

**Module - 4: Security & Control Issues In Information Systems** **12 Hrs**

Why Security is required? Types of Securities - Firewall - Proxy Server - Cryptography - Electronic Records - Digital Signatures - Digital Certificates - Secure Electronic Transaction.

**Module 5: Financial A/C System & Software Packages**      **25 Hrs**

Financial Transactions - Books of Original Entry – Ledger - Trial Balance - Financial Statements - Profit & Loss Accounts and Balance Sheet. Practical knowledge of Tally Version 9.0.

Concept of Fund Flow - Cash Flow Statement and Financial Ratios -Interpretation and Analysis - Use of Software Package to obtain such results.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Record all Practicals conducted in the class.

**Books for Reference:**

- ❖ *Accounting Softwares: Tally, Miracle, Tata Exe. etc.*
- ❖ *Edwards, Ward, & Bytheway: The Essence of Information Systems.*
- ❖ *Garg & Srinivasan: Work Book on Systems Analysis and Design.*
- ❖ *Goyal: Management Information Systems.*
- ❖ *Timothi J. O'Leary: Microsoft office 2000.*
- ❖ *Yeats: System Analysis and Design.*

**PAPER – II**

**ACC 506: ADVANCED FINANCIAL ACCOUNTING**

**Module - 1: Holding Company**

**20 Hrs**

Introduction -types of control – legal definition-preparation of accounts – financial year of Holding company and its subsidiary -Rules for preparation of Consolidated Balance Sheet – investments in the subsidiary company – minority interest – cost of control -goodwill or Capital Reserve – Capital Profits – Revenue Profits -Inter company transactions – goods sold on credit – Debtors – Bills Receivable – Creditors – Bills Payable -contingent liabilities – inter company unrealized profits – Revaluation of Assets and Liabilities -dividends – Bonus issue.

**Module – 2: Human Resource Accounting** **15 Hrs**

Need and Development – Concept of Human Resource Accounting – Valuation of Human Resources – Recording and Disclosure in Financial Statements – Importance of Human Resource Accounting – Objections against Human Resource Accounting – Human Resource Accounting in India.

**Module – 3: Accounting for Price Level Changes** **15 Hrs**

Price Level Accounting – Inflation Accounting – Limitations of Conventional Financial Statements – Methods of Accounting for Changing Prices – Presentation of Price Level Adjusted Accounts – USA and Price Level Accounting – India and Price Level Accounting.

**Module – 4: Social Cost Benefit Analysis** **5 Hrs**

Concept of Social Cost Benefit – Measurement of Social Cost Benefit – Social accounting – Reporting of social cost benefiting information – Social cost and benefit analysis in India.

**Module – 5: Recent Development in Accounting** **5 Hrs**

Value added statement – Economic value added – Environmental accounting – Brand accounting – Brand Valuation.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Give a list of companies practicing human resource accounting.
2. Collect economic value added statement of any two companies.
3. Give the parameters to be considered in environmental accounting.
4. Collecting the final accounts of a Public Limited Company and Commenting on the liquidity and profitability.
5. Apply important ratios to analyze the Company's Balance Sheet.

### **Books for Reference:**

- ❖ *Chakraborty: Advanced Accountancy, Navbharathi Publishing Company, Calcutta.*
- ❖ *M. C. Sukla & T S Grewal: Corporate Accounting, Chand & Co.*
- ❖ *Mukerjee & Hanif: Modern Accountancy, TMH.*
- ❖ *R. L. Gupta & Radhaswamy: Advanced Accountancy, Sultan Chand & Sons.*
- ❖ *S. N. Maheshwari & S. K. Maheshwari: Advanced Accountancy.*
- ❖ *S. P. Jain & Narang: Advanced Accounts, Kalyani Publishers.*
- ❖ *S. P. Iyengar: Advanced Accounting, Sultan Chand & Sons.*

**SEMESTER - V**  
**ELECTIVE - II: FINANCE**

**Objective:**

To familiarize the students with various crucial factors to be considered while managing finance of a concern. To understand International finance, their markets, instruments, its risk and working, to understand Mergers and Acquisitions, to expose students towards various financial and taxation policies in management and to enable students to construct a portfolio.

**PAPER - I**  
**FIN 505: INTERNATIONAL FINANCE**

**Module - 1: Introduction to International Finance** **12 Hr**

Meaning & Issues involved - Domestic Currency and Foreign Currency - Exchange Rate - Direct Quote - Indirect Quote - American Term and European Term - Bid and Ask - Two Way Quote: Cross Rate - Spot Rate - Forward Rate - Appreciation and Depreciation - Swap Point.

**Module - 2: Derivatives** **12 Hr**

Meaning of Derivative Contract - Future Contract - Forward Contracts - Option Contracts - Swaps - Need for Derivative Market - Pricing of Futures - Opting for Options - Take off To Strategies - Strategy and Option Valuation.

**Module - 3: International Financial Markets** **10 Hrs**

FII - Regulations governing FII in India - FDI: Meaning - Advantages & Disadvantages - GDR and ADR: Meaning & Evaluation - Issue structure of GDR/ADR.

**Module - 4: International Risk Management** **12 Hrs**

Political - Commercial - Exchange Control Restrictions on Remittance different Tax Systems - Exchange Rate Fluctuations - Risk of Non Payment - Managing Risk - Tools and Money Market Hedge - Arbitrage Process.

## **Module -5: Investment Appraisal and Funding**

**14 Hrs**

Overseas Investment Appraisal and Funding - Computing NPV - Evaluation from Project's Point of View and Investor - Parent Point of view - Considerations Governing financing.

### **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Prepare an international project report.
2. Draft a chart describing the working of ADR and GDR.
3. Make a list of major players in derivatives.
4. List out the innovative derivatives instruments.

### **Books for Reference:**

- ❖ *Balachandran: Foreign Exchange.*
- ❖ *Chowdery: Finance of Foreign Exchange.*
- ❖ *Chowdery: Finance of Foreign Trade and Foreign Exchange.*
- ❖ *K. V. Venkataraman: Finance of Foreign Trade & Foreign Exchange.*
- ❖ *Kovvory: Cost and Management Accounting.*
- ❖ *M. Y. Khan & P. K. Jain: Cost Accounting and Financial Management.*
- ❖ *M. Y. Khan & P. K. Jain: Management Accounting and Financial Analysis.*
- ❖ *Mittal: International Rate Foreign Exchange Tariff Policy.*
- ❖ *Srivastava: International Finance.*
- ❖ *V. Pattabhi Ram & S. D. Bala: Management Accounting and Financial Analysis.*

**PAPER - II**  
**FIN 506: ADVANCED FINANCIAL MANAGEMENT**

**Module - 1: Investment Decision and Risk Analysis** **15 Hrs**

- **Cash Flow:** Concept and measurement.
- **Risk Analysis:** Probability approach, expected values, standard deviation, sensitivity analysis, decision tree analysis.
- Capital budgeting under inflation.

**Module - 2: Mergers and Acquisition** **20 Hrs**

Meaning - Valuation models - Asset based valuation - Earning or Dividend based valuation - CAPM- Valuation based on NPV of free cash flows - Cost & Gains of Merger - Financial evaluation of merger.

**Module - 3: Corporate Valuation** **10 Hrs**

Meaning of business valuation - Approaches to valuation of shares & business - Market value added - Economic value added - Asset Backing Method - Book value - Market Value - Liquidating value - Earnings/yield method - Accounting Profits - Valuation of brand and intangible assets.

**Module - 4: Project Finance (Theory Only)** **15 Hrs**

Meaning - Project cycles - Varieties of projects - Project report contents - Industry analysis - Market financial projections - Plant and process technology - Social cost benefit analysis and SWOT - Project appraisal - Financial - Technical - Economic feasibilities and managerial competence - Project finance - Types of financing.

**Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Formulation of financial policies
2. Case analysis of some live mergers reported in business magazines.

3. Preparation of small project report covering all components.
4. List out companies of recent mergers from past 3 years. (Indian and International).

**Books for Reference:**

- ❖ *Gitman: Principles of Managerial Finance.*
- ❖ *I. M. Pandey: Financial Management.*
- ❖ *James & Van Horne: Financial Management.*
- ❖ *Khan & Jain: Financial Management.*
- ❖ *Kovvry: Cost and Management Accounting.*
- ❖ *M. Y. Khan & P. K. Jain: Cost Accounting and Financial Management.*
- ❖ *M. Y. Khan & P. K. Jain: Management Accounting and Financial Analysis.*
- ❖ *Prasanna Chandra: Financial Management.*
- ❖ *S. N. Maheshwari: Financial Management Principles and Practices.*
- ❖ *Sharma & Shashi Gupta: Financial Management.*
- ❖ *V. Pattabhi Ram & S. D. Bala: Management Accounting and Financial Analysis.*

**SEMESTER - V**  
**ELECTIVE - III: MARKETING MANAGEMENT**

**Objective:**

The Marketing elective course helps to evolve a student's creative thinking process and analyze various emerging trends of marketplace realities from a domestic and global perspective. Marketing Management drives the company's vision, mission and strategic planning. With this changing dimension, the marketing elective has been designed to familiarize the student with four vital dimensions of the marketing scenario i.e. Creative Advertising and Media Management, Consumer Behaviour, International Marketing, and Retail and logistics management.

**PAPER - I**  
**MKT 606: RETAIL AND LOGISTICS MANAGEMENT**

**Module 1: Introduction** **8 Hrs**

Meaning and scope – principles of personal ethics – principles of professional ethics – business ethics – code of conduct and ethics for managers – values and ethics – roots of unethical behaviour – need for business ethics – corporate governance ethics.

**Module 2: Retailing Environment** **12 Hrs**

Theories of Retail Change: Theory of Natural Selection in retailing, Theory of Wheel of retailing, General-Specific-General Cycle or Accordion Theory, Retail Life Cycle Theory- - Multi channel retailing – Phases of growth of retail markets – Retail Mix – BCG Matrix.

**Module 3: Store Loyalty Management and Retail Location** **14 Hrs**

Types of customers – Variables influencing store loyalty – Store loyalty models – Influencing customers through visual merchandising – Value added through private labels – Retail location strategy – Importance of location decision – Retail location research and techniques – Types of retail locations.

#### **Module 4: Merchandise Management**

**12 Hrs**

Meaning - Roles and responsibilities of the merchandiser and the buyer - Function of Buying for different types of Organizations - Process of Merchandise Planning - Merchandise Sourcing - Methods of procuring merchandise - Concept of private label - Retail Pricing policies.

#### **Module 5: Logistics Management**

**14 Hrs**

Meaning of Supply Chain Management - Role of Market Logistics - Function and Importance of Market Logistics - Market Logistic Objectives - Integrated Logistic Systems - Market Logistics Decisions.

#### **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. To collect information regarding some of the major retail brand names in the world.
2. To study the advantages and disadvantages in the retail sector.
3. To study the role of malls in retail marketing.
4. A report to be made on industries directly dependent on different modes of transport systems in India.
5. Changes in retail chain management.

#### **Book for Reference:**

- ❖ *Coughlem: Marketing Channels.*
- ❖ *Gilbert Pearson: Retail Marketing Education Asia 2001.*
- ❖ *Micheal Levy & Barton A Weitz: Retailing Management, McGraw Hill Publications.*
- ❖ *Patrick M Dunne: Robert F Lusch: Retail Management.*
- ❖ *Suja Nair: Retail Management, Himalaya Publishing House.*
- ❖ *W. Stern, E L. Ansary, T. Ooughlan: Marketing Channels, 6th Edition PHI New Delhi, 2001.*

## **MKT 607: RETAIL ANALYTICS**

### **Module - 1: Introduction to retail Industry 8 Hrs**

Retailing and economic significance- Functions of a retailer -Types of retailers – Trends in retailing – International Retailing – Retailing as a career –Retail Management Decision Process – Service Retailing – An Overview of Retail Industry.

### **Module - 2: Data Visualization & Category Analysis 14 Hrs**

Category Analysis - Retail KPIs - Category Analysis - Pricing & Promotion - Pricing & Promotion - - Distribution, New Product Analysis & Assortment Planning - Merchandise Planning & Space Planning.

### **Module - 3: Customer Segmentation 14 Hrs**

RFM & CLV - Store Location Analysis - Customer Segmentation - Market Basket Analysis & Supply Chain Analysis - Store Location.

### **Module - 4: Market Research 8 Hrs**

Meaning and types - Primary Research, Secondary Research; Custom Study; Syndicated Study; Quantitative Research Methodology; Qualitative Research Methodology.

### **Module - 5: Data Analysis and Interpretation in retailing 16 Hrs**

Data interpretation – Usage of various statistical tools - Time series – Deviations – Correlation – linear regressions, data analysis with case studies.

### **Skill Development:**

1. To collect information regarding some of the major retail brand names in the world.
2. To study the advantages and disadvantages in the retail sector.
3. To study the role of malls in retail marketing.
4. A report to be made on industries directly dependent on different modes of transport systems in India.
5. Changes in retail chain management.

### **Books for Reference:**

- ❖ *TCS Retail Analytics Reference Manual*
- ❖ *Gilbert Pearson: Retail Marketing Education Asia 2001.*
- ❖ *Micheal Levy & Barton A Weitz: Retailing Management, McGraw Hill Publications.*
- ❖ *Coughlem: Marketing Channels PHI New Delhi, 2001.*

## **PAPER - II** **MKT 506: CONSUMER BEHAVIOUR**

### **Module - 1: Introduction** **10 Hrs**

Definition and scope – Consumer and customer – Disciplines involved in the study of consumer behaviour – Necessity of studying consumer behaviour – Consumer behaviour application in marketing – Trends in consumer behaviour – Market segmentation and consumer behaviour – VALS psychographic segmentation.

### **Module - 2: The External Environment** **10 Hrs**

Factors influencing consumer behaviour – Consumer & cultural influences – Sub-cultural and cross cultural influences – Social class influences and consumer behaviour – Group dynamics and consumer reference groups – Household decision making and family influences.

### **Module - 3: Individual Determinants of Consumer Behaviour** **18Hrs**

Needs – Goals and motives of consumers – Other Theories of Motivation i.e., Marshallian's – Freud's – Herzberg's – Maslow's hierarchy of needs – Personality and self concept – Self concept theory – Psycho analytic theory – Neo Freudian theory – Trait theory of personality.

**Perception:** Factors and process – Components of consumer learning – Mechanisms of learning – Consumer memory – Consumer information processing – Nature of consumer attitudes – Components of attitudes – Hierarchy of effects – Attitude formation and change.

**Module - 4: Consumer Decision Making Process** **10 Hrs**

Stages in consumer decision process – Types of decision making – Post purchase behaviour – Personal influence and opinion leadership – Diffusion of innovations – Adoption process.

**Module - 5: Consumer Satisfaction and Consumerism** **12 Hrs**

Concept of consumer satisfaction: Working towards enhancing consumer satisfaction – Sources of consumer dissatisfaction – Dealing with consumer complaint – Concept of consumerism – Consumerism in India – Reasons for growth of consumerism in India – Consumer Protection Act 1986.

**Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Collect five print ads of products, which are directed at the life style segments. Describe the lifestyle that these ads focus on.
2. Construct a brand personality inventory for two different brands in the same product category. Ask five of your friends to rate each brand on ten different personality dimensions. Do these brand personalities relate to the advertising strategies to differentiate these brands?
3. Mention five examples each of classical conditioning instrumental conditioning and cognitive learning used in advertising.
  - a. Positive re-enforcement
  - b. Negative re-enforcement
4. Interview and report on three male and female consumers and attempt to find out products and situations leading to high involvement and low involvement conditions for them. What are the implications for marketers for influencing such consumers?
5. Prepare a report on the impact on western films on the outlook of urban youth in India. Identify the consumption of two products in different categories that reflect this.

6. Find and describe two ads which are based on affective (emotional) choice and cognitive (intellectual) choice. Why do you think the marketer is adopting this approach and do you think the approach is appropriate?

**Books for Reference:**

- ❖ *Assael Henry: Consumer Behaviour and Marketing Action; Asian Books (P) Ltd, Thomson Learning, 6th Edition; 2001.*
- ❖ *Blackwell: Consumer Behaviour, 2nd Edition.*
- ❖ *David L. Loudon & Albert J. Bitta: Consumer Behaviour; 4th Edition, Mcgraw Hill Inc., New Delhi, 1993.*
- ❖ *Jay D. Lindquist & M. Joseph Sirgy: Shopper, Buyer and Consumer Behaviour, 2003.*
- ❖ *Leon. G. Schiffman & Leslve Lazer Kanuk: Consumer Behaviour; 6th Edition; Phi, New Delhi, 2000.*
- ❖ *Satish K Batra & SHH Kazmi: Consumer Behaviour, Text and Cases.*
- ❖ *Schiffman: Consumer Behaviour.*
- ❖ *Sontakki: Consumer Behaviour, 2nd Edition.*
- ❖ *Suja R. Nair: Consumer Behaviour in Indian Perspective First Edition, Himalaya Publishing House, Mumbai, 2003.*

**SEMESTER - V**  
**ELECTIVE - IV: HUMAN RESOURCE**  
**MANAGEMENT**

**Objectives:**

The objective of the Human Resource Management (HRM) elective is to give complete knowledge about HR related concepts and practices like Employee Relations Management, Human Resource Development and International HRM. It also helps students to understand the role played by an effective leader in an organisation.

**Module - 1: Introduction**

**8 Hrs**

Concepts of Labour Welfare & Social Security – Types of Welfare Activities – Statutory and non-statutory – Growth of Labour Welfare & Social Security in.

**Module - 2: Compensation Management**

**14 Hrs**

Meaning – Objectives – Compensation planning – Concepts of compensation – Importance of an ideal compensation (plan) design – Recent trends in compensation management – flexible benefits plan.

Understanding implications in employee compensation (including calculations) – with regard to EPF, ESI, Gratuity, Bonus, Minimum wages, Workmen’s compensation, payment under Maternity Benefit Act.

**Module - 3: Occupational Hazards – Industrial Health & Safety**

**12 Hrs**

Accidents: Types – Causes & Prevention of accidents.

Safety: Need for safety – Measures – Supervisors role in safety.

Health: Physical health & Mental health – Problems and remedies – Noise control.

Job stress: Meaning – Understanding stress and its consequences – Potential sources of stress – stress consequences – Physiological psychological and behavioural symptoms – Stress Management strategies.

Occupational diseases: Alcoholism and drug abuse – Violence in the work place.

**Module - 4: Participative Management** **8 Hrs**

Participative Management – Importance – Scope and ways of Participation – empowerment – Self directed teams – being an “Equal Opportunities” employer.

**Module - 5: Counselling** **10 Hrs**

Meaning of counselling – Manager as a counsellor – Conditions for counselling – Counsellor’s relation with the Counselee –Principles of personal counselling – Cordial relationship – Mutual recognition – Respect and congruence – Empathy – Types of problems for counselling.

**Module - 6: Industrial Relations** **10 Hrs**

Definitions - Nature – Industrial disputes – Causes for disputes – Ways of settling disputes – Labour legislations – Laws relating to social security and working conditions.

**Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Learn the procedure involved in settling industrial disputes by visiting an organization. Write a report.
2. Report on how an industrial dispute was settled in a particular organization.
3. Make a study of the Labour Welfare and Social Security Measures in any organisation.
4. Make a case study of workers collaboration & participation in management of a particular company.

**Books for Reference:**

- ❖ *Bhagdiwall-Flippo: Personnel Management and Industrial Relations.*
- ❖ *Biswanth Ghosh: Personnel Management and Industrial Relations.*

- ❖ *Davar: Personnel management and Industrial Relations.*
- ❖ *George Bohlander, (et al): Managing Human Resources, Thomson, South Western.*
- ❖ *Ian Beardwell and Len Holden, Human Resource Management – A Contemporary Perspective.*
- ❖ *Johnson: Introduction to Industrial Relations.*
- ❖ *Louis R. Gomez – Mejia, (et al): Managing Human Resources, Person Education.*
- ❖ *Memoria C B: Dynamics of Industrial Relations in India.*
- ❖ *Peter Ward: 360 Degree Feedback, Jaico Publishing House.*
- ❖ *Raymend A. Noe, etal. Human Resource Management – Gaining Competitive Advantage, Irwin McGraw Hill.*
- ❖ *Sharma. A. M.: Industrial Relations.*

## **PAPER - II**

### **HRM 506: HUMAN RESOURCE DEVELOPMENT**

#### **Module - 1: Human Resource Development**

**7 Hrs**

Introduction to HRD – Recent trends & challenges in HRD  
 – Personality quotient – Emotional quotient/Intelligence –  
 Changing view of Global HRD and the use of computer and the internet (HRIS).

#### **Module - 2: Training and Development**

**16 Hrs**

Orientation and training – Orienting employees – Training process  
 – Training needs analysis – Training techniques – Evaluating effectiveness of training (efforts) including ROI through productivity enhancement – Methods of training – Sensitivity training – Case study  
 – Role play – Business game – In basket exercise – Designing training program.

Development: Nature and purpose of management development  
 – Managerial on-the-job training – Job rotation and management –  
 Off-the-job management development techniques – Computerised managerial assessment and development program.

**Module - 3: Organisational Development** **8 Hrs**

Introduction – Definition and concept – Characteristics – Operational goals of OD – Conditions for OD success – Phases of OD – Techniques of OD – Benefits and limitation – What is a change process? Types of change – Managing resistance.

**Module - 4: Managing Quality and Productivity** **10 Hrs**

TQM: Meaning – Definition – Importance – TQM Gurus.

QC: Meaning – Organisational structure of Quality circles – Merits and Demerits of Quality circles.

Team Development – Nature of teams and types of teams – Techniques used in building team performance.

ISO 9000 series – Registration of ISO 9000 – steps for registration.

Alternative work arrangements.

Quality of Work Life: Meaning – Specific issues in QWL – QWL and productivity – Strategies for improvement of QWL.

**Module - 5: Transactional Analysis** **12 Hrs**

Definition – Origins – Philosophy of TA – Goals – What Is TA? 6 Key Concepts – Ego States – Transactions – Cross – Parallel – Ulterior.

Strokes – Different Types – Negative Strokes – Strokes Economy.

Life Positions – I am OK you are OK and Others – Its Relevance to Managers – Co-Relative with Self-Esteem – Attitudes.

**Module - 6: Ethics in HRM** **7 Hrs**

Human resource system, human resource management practice and ethical implications, individualism Vs Collectivism in Human resource management practices.

Prevention of sexual harassment in the workplace.

### **Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Design a training programme to train (a) Sales person; (b) Machine operator; (c) Accountant.
2. Give examples of use of computer and internet in HRD.
3. Report on alternative work arrangement in any company in the IT Sector.
4. Study the concept of Quality of Work Life in any organisation.

### **Books for Reference:**

- ❖ *Beanchamp Tom L: Ethical Theory and Business, Prentice Hall.*
- ❖ *Jean Marleen: Performance Oriented HRD.*
- ❖ *Mahesh V S: Thresholds of Motivation, Tata Mc Graw Hill.*
- ❖ *Pandey: HRD.*
- ❖ *Rao & T. V. Verma: HRD.*
- ❖ *Rao M G, Mintty B. S. & Rao K. K: Personnel Management – Text & Cases.*
- ❖ *Singh B P & Chabra T N: Personnel Management & Industrial Relations.*
- ❖ *Subba Rao P & Rao V S P: Personnel / HRM: Text, Cases & Games.*

**SEMESTER - VI**  
**C1 11 601: INCOME TAX - II**

**Objectives:**

The Objective of the syllabus under this paper is to expose the students to the various important provisions of Income Tax Act relating to computation of Income of individual assessee only.

**Module - 1: Profits And Gains From Business And Profession**

**20 Hrs**

Meaning of business, profession, profits of business or profession, features of assessment of profits and gains, rules for adjustment of profit and loss account, Depreciation u/s 32. Problems on business relating to sole trader only and problems on profession relating to Doctor, Advocate, and Chartered Accountant.

**Module - 2: Capital Gains**

**15 Hrs**

Meaning and kinds of capital asset, transfer, transactions not regarded as transfer, full value of consideration, cost of acquisition, cost of improvement, capital gains exempt from tax, exemptions from capital gains u/s 54. Problems on computation of short term and long term capital gains.

**Module - 3: Income from Other Sources**

**15 Hrs**

General income, specific incomes, treatment of specific incomes, deduction of tax at source with respect to interests, winnings, prizes etc. Problems on computation of taxable income from other sources and deduction u/s 57 and amounts expressly disallowed u/s 58.

**Module - 4: Deductions from Gross Total Income**

**8 Hrs**

(Provisions relating to individuals only) u/s 80 – Deduction in respect of certain payments and deduction in respect of certain incomes.

**Module - 5: Carry Forward and Set Off Of Losses**

**2 Hrs**

(Theory only)

**Module - 6: Tax Liability of Individuals**

**10 Hrs**

Computation of total taxable income and tax liability of an individual.

## Module - 7: Income Tax Authorities

5 Hrs

A brief discussion on

- Income tax officer and powers and functions;
- CBDT – powers and functions;
- Commissioner of Income Tax – powers and functions;
- Types of assessment and rectification of mistakes;
- Recovery of tax and refunds.

### Skill Development:

*(These activities are only indicative, the faculty member can innovate)*

1. Chart of capital gains index numbers
2. Table of rates of TDS
3. Filing of Income tax returns
4. List of enclosures for IT returns
5. Tax planning.

### Books for Reference:

- ❖ *B. S. Raman: Income Tax*
- ❖ *B. B. Lal: Direct Taxes, Konark Publisher (P) Ltd.*
- ❖ *Bhagwathi Prasad: Direct Taxes – Law and Practice, Wishwa Prakashana.*
- ❖ *Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and Sons.*
- ❖ *Dr. Girish Aluja & Dr. Ravi Gupta: Income Tax*
- ❖ *Dr. Mehrotra & Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.*
- ❖ *Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann Publication.*
- ❖ *Gaur & Narang: Income Tax.*

**SEMESTER - VI**  
**C1 11 602: OPERATION RESEARCH**

**Objectives:**

To provide a good foundation in the mathematics of Operation Research and appreciation of its potential application. To enable student to grasp the importance of conversion of business problems into mathematical problems and its application in business.

**Module - 1: Introduction to Operation Research** **4 Hrs**

Definitions - Scope - OR Models - Nature - Limitations - Application.

**Module - 2: Introduction to Linear Programming** **12 Hrs**

Introduction - Construction of the LP Model - Graphical LP Solution - Solution of maximization and minimization model.

**Module - 3: Simplex Method** **14 Hrs**

Introduction - Standard LP form and its Basic Solutions - Slack - Surplus and Unrestrictive variables - Simplex Algorithm - Artificial Starting Solution - Big M Method - Minimization of LPP - Duality.

**Module - 4: The Transportation Problem** **14 Hrs**

Definition of the Transportation model - the Transportation Problem - Loops in Transportation Table and their properties - the Transportation Method - Linear Programming Formulation of the Transportation Problem - Methods of finding Initial solution - North-West Corner Method - Least Cost Method - Vogel's Approximation Method - Test for Optimality - Dual of Transportation Model - Economic Interpretation of  $U_i$ 's and  $V_j$ 's - Steps of MODI Method - the Transportation Algorithm - determination of starting solution - Trans-shipment Method.

**Module - 5: The Assignment Problem** **8 Hrs**

Introduction - Mathematical Statement of the problem - Solution Methods of Assignment Problem - Enumeration Method - Simplex Method - Transportation Method - Hungarian Method.

## **Module - 6: PERT / CPM**

**8 Hrs**

Introduction – Network Analysis – Guidelines for construction of network diagram – Deterministic Time Estimates – Developing a Project – Network – Project Duration & Critical Path - Forward Pass – Backward Pass – Float – Probabilistic Time Estimates – Difference between PERT & CPM.

### **Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Supply chain applications
2. Job assignment
3. Drawing network diagram for a project and identify the critical path.
4. Computation of earliest expected time and latest allowable time for events in a project

### **Books for Reference:**

- ❖ *Budnik, Frank S Dennis Mcleaaavey & Richard Mojena: Principles of Operation Research, AIT BS, New Delhi.*
- ❖ *Gould F J: Introduction to Management Science, Englewood Cliffs N J Prentice Hall.*
- ❖ *Kalavathy S: Operation Research, Vikas Pub Co.*
- ❖ *Naray J K: Operation Research, Theory and applications, Mc Millan, New Delhi.*
- ❖ *Richard, I. Levin & Charles A. Kirkpatrick: Quantitative Approaches to Management, McGraw Hill, Kogakusha Ltd.*
- ❖ *Sharma J K: Operation Research, Theory and Applications, Mc Millan, New Delhi.*
- ❖ *Srivastava V. K. etal: Quantitative Techniques for Managerial Decision Making, Wiley Eastern Ltd.*
- ❖ *Taha Hamdy: Operations Research, Prentice Hall of India.*

**SEMESTER - VI**  
**C1 11 603: SERVICE MANAGEMENT & INSURANCE**

**Objectives:**

To understand the growing trends in the service industry and to provide overall knowledge of insurance systems.

**PART A:**  
**SERVICE MANAGEMENT**

**Module - 1 : Introduction** **4 Hrs**

Meaning and Growth of the service sector – Classification of Services – Characteristics of Services.

**Module - 2: Marketing Mix in Service Industry** **12 Hrs**

Product: Service as a Product – Service Product - Core Service and Peripherals – Managing Service Offering. Price: Pricing of Services – Objectives – Factors influencing Pricing Decisions – Reasons for Price Variations in Service. Place: Place of Buyer and Seller interaction - Location of Premises – Look of Premises and Channels of Distribution Used. Customer’s Role in Service Delivery. Promotion: Promotion Techniques – Objectives of Promotion – Guidelines for Promotion Management. Word of mouth communication - People contact and support personnel – Developing customer conscious employees – Empowering People – appraisal and rewarding systems. Process: Designing the service process – Blue Printing – Automation – Customization – Service Production and Consumption Process. Physical Evidence: Essential and Peripheral Evidence – Physical Facilities – Appearance of Personnel.

**Module - 3: Knowledge of the Customer** **8 Hrs**

Customer involvement in Service Process – Customer Behaviour in Service Settings – Targeting Customers – Managing Relationships and Building Loyalty.

**Module - 4: Managing Service Quality** **10 Hrs**

Dimensions in Service Quality – Measurement of Service Quality – Expected and Perceived Quality – Gap Analysis – Managing Customer’s Reservations and Waiting Lists – Balancing Demand and Capacity External Marketing – Internal Marketing – Interactive Marketing.

**Module - 5: The Assignment Problem** **8 Hrs**

Introduction – Mathematical Statement of the problem – Solution Methods of Assignment Problem – Enumeration Method – Simplex Method – Transportation Method – Hungarian Method.

**Module - 6: PERT / CPM** **8 Hrs**

Introduction – Network Analysis – Guidelines for construction of network diagram – Deterministic Time Estimates – Developing a Project – Network – Project Duration & Critical Path - Forward Pass – Backward Pass – Float – Probabilistic Time Estimates – Difference between PERT & CPM.

**PART B:  
INSURANCE**

**Module - 5: Introduction to Risk & Insurance** **6 Hrs**

Evolution and features of insurance - The Concept of Risk –Types of risks –Underwriting of risks.

**Module - 6: IRDA** **4 Hrs**

Introduction – Brief profile of IRDA and its function

**Module - 7: Life Insurance** **8 Hrs**

Introduction – Principles of Life Insurance – Life Insurance Products/Policies – Pensions & annuities – Conditions & privileges – Settlement of claims.

## **Module - 8: General Insurance**

**8 Hrs**

Fire- Marine – Motor –Terminology – Policies and Subject matter.  
Engineering – Credit – Home Owners Liability – Health Insurance,  
Rural Insurance, Aviation & Social Insurance (Terminology only).

### **Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Prepare a chart on conditions to be complied for Star Hotel Status.
2. Procure any two insurance policies (Xerox) and paste them in the record.
3. Visit and Travel and Tour agencies and prepare organization chart.
4. Interact with tourist operators and identify the areas of tourism management.
5. Prepare a chart showing service rendered to customers by at least two Mutual Funds. (preferably a comparative chart)
6. Prepare 7 P's of marketing mix for Banking and Insurance Industry.
7. List any two new policy offers from Private Insurance Companies.
8. Procure any two insurance policies (Xerox) and paste them in record.
9. Get benefit illustrations for any of the investment products of a private life insurance companies.
10. Find out the procedure to become an insurance agent.

### **Books for Reference:**

- ❖ *Cengiz Haksever etal: Service Management and Operations; Pearson Education.*
- ❖ *Dr. S. Shajahan: Service Marketing (Concept, Practices & Cases); Himalaya Publishing House; Mumbai; First Edition 2001.*

- ❖ *Lovelock Christopher: Services Marketing – People, Technology, Strategy; Pearson Education Asia, Delhi; First Indian Reprint, 2001.*
- ❖ *Shanker Ravi: Services Marketing - The Indian Perspective; Excel Books, New Delhi; First Edition; 2002*
- ❖ *Sharma: Services Management.*
- ❖ *Venugopal Vasanthi & Raghu V.N: Services Marketing; Himalaya Publishing house; Mumbai; First Edition 2001.*
- ❖ *Dr. N. Premavathy: Principles and Practice of Insurance.*
- ❖ *Dr. P. K. Gupta & K P Singh: Insurance Fundamentals, Deep & Deep Publications.*
- ❖ *Mishra M N: Insurance Principles & Practice, S. Chand & Co.*
- ❖ *Panda G S: Principles and Practices of Insurance.*

**SEMESTER - VI**  
**C1 11 604: CORPORATE KNOWLEDGE**  
**INTEGRATION**

**Objectives:**

To test the comprehension of the basic concepts of Financial Accountancy, Cost and Management Accounting, Statistics, Taxation, Mathematics, Operation Research, Financial Management, Economics & Marketing. To enable the student to inter-relate these concepts to business decision making.

**Module - 1: Financial Accounting & Financial Applications 8 Hrs**

Preparation of final accounts with advanced adjustments both horizontal and vertical form. Depreciation accounting – Methods written down value – Straight line and Block assets method and their impact on various financial statements and business decisions. Methods of valuation of inventory FIFO & LIFO and its impact on financial statements and business decisions. Financial implications of various types of capital structure.

**Module - 2: Management Accounting Applications 5 Hrs**

Analysis of Financial Statements – Ratios – Cash Flow its application in analyzing and interpreting the financial performance of the firm – Cash crunch problems.

**Module - 3: Cost Accounting Applications 7 Hrs**

Applications of marginal costing to business decisions marking – P V Graph – Make or buy – Determination of optimum level of activity – Profitable product mix – Problem of key or limiting factor – Accept or reject decision.

**Module - 4: Statistical, Mathematical & Economic Applications 5 Hrs**

Statistical tools for decision making – Use of statistical tools – (time series) to estimate costs – Volume and profit of the firm – Preparation of flexible budget – Financial & tax implication of these concepts. Rate

of change by using differential calculus, learning curve applications in business.

## **Module - 5: Integration Of Accounting & Management Techniques** 5 Hrs

Application based problems for business decision making.

### **Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Application of Financial Accounting / Management Accounting / Cost Accounting / Statistics & Income Tax – Tools & Technique for Business decision making.

### **Books for Reference:**

- ❖ *Colin Drury: Management & Cost Accounting.*
- ❖ *Hansen & Mowen: Cost Management.*
- ❖ *Ravi M Kishore: Cost Accounting & Financial Management.*
- ❖ *Richard, Levin: Statistics for Managers.*
- ❖ *S. C. Gupta: Fundamentals of Statistics.*
- ❖ *Singhania: Income Tax.*
- ❖ *Taha: Operation Research.*
- ❖ *V. K. Saxena & C. D. Vashist: Advanced Cost & Management Accounting.*

**SEMESTER - VI**  
**ELECTIVE - I: ACCOUNTING**

**Objectives:**

The objective of this Elective is to familiarize the students with the use of different software packages in the areas of Financial, Cost and Management Accounting. Students will also be exposed to Principles and Practices of Auditing, and Advanced Accounting issues as well as recent developments in accounting practices.

**PAPER - III**  
**ACC 605: AUDITING**

**Objective:** To enable students to gain adequate knowledge of current auditing practices and procedures and apply them in auditing engagements.

**Module - 1: Auditing Review and other standards** **10 Hrs**

Overview, Standard-setting process, Role of International Auditing Review and other Standards Board and Auditing Standards Board in India.

**Module - 2: Audit Evidence obtained from others** **10 Hrs**

Relying upon the work of an internal auditor ( SA610) -Using the work of an expert (SA620), Using the work of another auditor (SA600), Responsibility of Joint Auditors - (SA299)

**Module - 3: Audit under computerized information system (CIS) environment** **15 Hrs**

Special aspects of CIS Audit Environment, need for review of internal control especially procedure controls and facility controls. Approach to audit in CIS Environment, use of computers for internal and management audit purposes: computerized audit programmes;

**Module - 4: Special audit Assignments** **15 Hrs**

Special audit assignments like audit of bank borrowers, audit of stock exchange brokers and depositories; Inspection of special

entities like banks, financial institutions, mutual funds, stock brokers.

Audit under different statutes, viz; income tax, other direct tax laws and indirect taxes.

**Module - 5: Corporate Governance and investigation**      **10 Hrs**  
Audit Committees and Corporate Governance, Investigation including Due Diligence.

**Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Collect the information about types of audit conducted in any one Organization.
2. Visit an audit firm; write about the procedure followed by them in auditing the books of accounts of a firm.
3. Draft an investigation on behalf of a Public Limited Company.
4. Record the verification procedure with respect to any one fixed asset.
5. Prepare a qualified or clean audit report for a given situation.
6. Case law on depreciation – facts and judgements.
7. List out Mandatory Standards issued by ICAI.

**Books for Reference:**

- ❖ *B. N. Tandon, S. Sudharsanam & S. Sundharabahu: A Handbook of Practical Auditing, S. Chand & Co. Delhi.*
- ❖ *B. N. Tandon: Auditing, S. Chandra & co. Ltd., Delhi.*
- ❖ *D. P. Jain: Auditing, Konark Publishers Pvt. Ltd., Delhi.*
- ❖ *Dinakar Pagare: Practice of Auditing*
- ❖ *Dr. T. R. Sharma: Auditing, Sahitya Bhavan, Agra.*
- ❖ *Jagadeesh Prakash: Auditing.*
- ❖ *Kamal Gupta & Ashok Arora: Fundamentals of Auditing, Tata McGraw Hill.*
- ❖ *C.A Institute study material*

**PAPER - IV**  
**ACC 606: ACCOUNTS OF OTHER COMPANIES**

**Module - 1: Final Accounts Of Life Insurance** **15 Hrs**

Meaning – Insurance terms – Premium – Consideration for annuities granted – Policies becoming claims – Reinsurance - Surrender value and paid-up value – Bonus – Cash bonus – Bonus in reduction of premium – Reversionary bonus – Valuation – Preparation of Revenue Account applicable for Life Insurance Business - Balance of a Life Insurance Company according to Form ‘A’ in the First Schedule.

**Module - 2: Final Accounts Of General Insurance** **15 Hrs**

Meaning – General Insurance Revenue Account for Fire and Marine – Treatment of reserve or provision to be carried forward – Preparation of Profit and Loss Account in Form B – Preparation of Profit and Loss Appropriation Account in Form C – Preparation of Balance Sheet.

**Module - 3: Accounts Of Electricity Companies** **12 Hrs**

Meaning of Double Account System – Accounts of Electricity Companies – Treatment of Depreciation – Contingency Reserve – Development Reserve – Tariffs and Dividend Control Reserve – General Reserve – Reasonable Return – Final Accounts.

**Module - 4: Hotel Companies Accounts** **12 Hrs**

Nature of Hotel Business – Hotel Organization – Heads of Revenue and Expenditure – Classification of Guests – Important Terms – System of Book keeping – Proforma of Visitors’ or Guests’ Ledger – Internal Control System in a Hotel – Night Audit – Final Accounts – Significant Accounting Policies

**Module - 5: Accounts Of Government Companies & Statutory Corporations.** **6 Hrs**

Accounts of Government Companies: Meaning – Maintenance of books of accounts – Annual report of government companies

- Application of provisions of sec 619 - Audit of government companies

Accounts of Statutory Corporations: Meaning - Audit - Annual report of statutory of companies.

### **Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Prepare final accounts of Electricity Company with imaginary figures
2. Write the Proforma for hotel company accounts.
3. Listing any 10 Life Insurance Policies and collecting information relating to bonus rates and guaranteed additions.
4. Collection of Final Accounts of General Insurance Company. Calculating and commenting on the profitability and liquidity.
5. Collection of Final Accounts of Life Insurance Company. Calculating and commenting on the profitability and liquidity.

### **Books for Reference:**

- ❖ *Chakraborty: Advanced Accountancy, Navbharathi Publishing Company, Calcutta.*
- ❖ *M. C. Sukla & T. S. Grewal: Corporate Accounting, Chand & Co.*
- ❖ *Mukerjee & Hanif: Modern Accountancy, TMH.*
- ❖ *R. L. Gupta & Radhaswamy: Advanced Accountancy, Sultan Chand & Sons.*
- ❖ *S. N. Maheshwari & S K Maheshwari: Advanced Accountancy.*
- ❖ *S. P. Jain & Narang: Advanced Accounts, Kalyani Publishers.*
- ❖ *S. P. Iyengar: Advanced Accounting, Sultan Chand & Sons.*
- ❖ *Sultan Chand & Sons: Accounting.*

**SEMESTER - VI**  
**ELECTIVE - II: FINANCE**

**Objectives:**

To familiarize the students with various crucial factors to be considered while managing finance of a concerns. To understand international finance, their markets, instruments, its risk and working, to understand mergers and acquisitions, to expose students towards various financial and taxation policies in management, to educate the students to construct a portfolio.

**PAPER - III**  
**FIN 605: SECURITY ANALYSIS AND**  
**PORTFOLIO MANAGEMENT**

**Module - 1: Introduction** **8 Hrs**

Meanings and Significance of Savings & Investment - Financial and Economic Meaning of Investment - Investment v/s Speculation and Gambling - Hedging - Arbitrage - Meaning of Security - Security Analysis - Portfolio Management Process

**Module - 2: Investment Avenues and Risk Analysis** **10 Hrs**

Characteristics of Investments - Factors Influencing Investment Decisions - Various Investment Available for Investors (special reference to Tax benefits, returns and risk) - Selection of Securities using Life Cycle & Income Approaches - Analysis of Systematic & Un-systematic Risks

**Module - 3: Fundamental Analysis and Security Valuation** **18 Hrs**

Fundamental Analysis - Return and Risk Assessment using Mean, Standard Deviation, Coefficient of Variation and Beta - Factors Influencing Valuation of Securities - Pricing of Stock - Yield Calculations of Fixed Income Instruments

**Module - 4: Technical Analysis and Related theories** **12 Hrs**

Technical Analysis - Dow Theory - Efficient Market Hypothesis - Random Walk Theory

## **Module - 5: Portfolio Construction and Revision**

**14 Hrs**

Capital Asset Pricing Model (CAPM) - Arbitrage Pricing Theory (APT) - Construction of Portfolio using Markowitz and Sharpe's Models - Revision of Portfolio by Jensen's, Sharpe's and Treynor's Models

### **Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Select any debenture quoted in any Stock Exchange and compute YTM.
2. Examine the investment opportunities available to an employee.
3. Understand the procedure involved in buying and selling of shares and debentures through a line and Demat schemes.

### **Books for Reference:**

- ❖ *Avadhani: Security Analysis and Portfolio Management.*
- ❖ *Bhalla: Security Analysis and Portfolio Management.*
- ❖ *Fisher & Jordan: Investment Management.*
- ❖ *Prasanna Chandra: Managing Investments.*
- ❖ *Puneethavathi & Pandian: Security Analysis and Portfolio Management.*

## **PAPER - IV**

### **FIN 606: TAX PLANNING FOR BUSINESS DECISIONS**

#### **Module - 1: Tax Planning with Reference to Set-Up & Location of Special Trade Zones**

**12 Hrs**

- (a) Under section 10A in the case of a newly established industrial undertaking in free trade Zones
- (b) Under section 10B in the case of a newly established hundred per-cent export-oriented undertaking

- (c) U/s 10C in the case of certain industrial undertakings in North-Eastern Region
- (d) U/s 80-IB in the case of newly set up industrial undertaking in an industrially backward state or district

**Module - 2: Tax Planning with Reference to Set-Up & Nature of New Business** **13 Hrs**

- (a) Newly established industrial undertaking in free trade zones Sec.10A
- (b) Newly established hundred per-cent export-oriented undertakings Sec.10B
- (c) Certain industrial undertakings in North-Eastern Region Sec.10C
- (d) Venture Capital Companies Sec.10(23FB)
- (e) Infrastructure capital Companies Sec.10(23G)
- (f) Tea development Account Sec.33AB
- (g) Site restoration fund Sec.33ABA
- (h) Telecommunication Services Sec.35ABB
- (i) Amortization of certain Preliminary Expenses Sec.35D
- (j) Deduction for expenditure on prospecting for certain Minerals Sec.35E
- (k) Deduction for special reserve created by a financial corporation u/s 36(1)(viii)
- (l) Special provisions for computing profits and gains of business of civil construction Sec. 44AD
- (m) Special provisions in the case of business of plying, hiring or leasing goods carriages Sec 44AE
- (n) Special provisions for computing profits and gains of retail business Sec.44AF
- (o) Special provisions in the case of shipping business Sec.44B

- (p) Special provisions in the case of business of operation of aircraft. Sec.44BBA
- (q) Special provisions in the case of royalty income of foreign Companies Sec.44D
- (r) Profits and gains from certain industrial undertakings engaged in infrastructure, etc., Sec.80-IA
- (s) Profits and gains from certain industrial undertakings other than infrastructure development undertakings Sec.80-IB
- (t) Profits from industrial undertakings situated in certain States Sec.80-IC
- (u) Profits and gains from the business of collecting and processing of bio-degradable waste Sec.80JJA
- (v) Employment of new workmen Sec.80JAA

**Module - 3: Tax Planning With Reference To Financial Management Decisions** **15 Hrs**

- (a) Capital Structure
- (b) Dividend Policy including Sec. 194
- (c) Inter-Corporate dividend
- (d) Bonus Shares - Equity and Preference shareholders

**Module - 4: Tax Planning In Respect Of Employees Remuneration** **10 Hrs**

- (a) Remuneration to employees engaged in carrying on scientific research Sec.35(1)
- (b) Insurance Premium on health of employees Sec.36(1)(ib)
- (c) Bonus and Commission to employees Sec.36(1)(ii)
- (d) Employers Contribution towards provident fund/gratuity fund Sec.36(1)(iv)
- (e) Employees contribution to staff welfare schemes Sec.36(1)(va)
- (f) Family Planning expenditure Sec.36(1) (ix)

- (g) Payment of salary/allowances and perquisites Sec.37(1)
- (h) Salary Payable outside India Sec.40(a)
- (i) PF payment without tax deduction Sec.40(a)(iv)
- (j) Payment of salary to relatives Sec.40A(2)
- (k) Payment of salary exceeding RS.20000 in cash or by bearer cheque Sec.40A(3)

**Module - 5: Tax Planning With Reference to Specific Management Decisions** **10 Hrs**

- (a) Make or buy decision
- (b) Own or lease decision
- (c) Purchases by instalment v/s hire
- (d) Repair
- (e) Replace or renewal or renovation.

**Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Tax planning for 5 different professional salaried assesses.
2. Tax planning for setting up new business
3. Tax planning for business expenses

**Books for Reference:**

- ❖ *Dr. Vinod Singhania & Dr. Kapil Singhania: Taxmann's Direct Taxes Law and Practice*
- ❖ *C.A. Final Study Material.*

**SEMESTER - VI**  
**ELECTIVE - III: MARKETING MANAGEMENT**

**Objectives:**

The Marketing elective course helps to evolve a student's creative thinking process and analyze various emerging trends of marketplace realities from a domestic and global perspective. Marketing Management drives the company's vision, mission and strategic planning. With this changing dimension, the marketing elective has been designed to familiarize the student with four vital dimensions of the marketing scenario. They are Creative Advertising and Media Management, Consumer Behaviour, International Marketing, and Retail and logistics management.

**PAPER - III**  
**MKT 605: INTERNATIONAL MARKETING**

**Module - 1: Introduction to International Marketing** **8 Hrs**

Characteristics, Importance, Motives, Problems and Factors affecting International Marketing. The economic inter-dependence of nations, the International Marketing tasks, International Marketing v/s Domestic Marketing, International orientations, Internationalization stages, International marketing decisions, driving and restraining forces, Participants in International Marketing, Future of International Marketing.

**Module - 2: International Marketing Environment** **14 Hrs**

Analysis of Economic, Social, Political, Legal, Demographic, Cultural and Technological environment. International Trading Environment; trade barriers, trade agreement, trading blocs, cartels, and multi-national trade negotiations. Objectives of major regional groupings; European Union (EU), South Asia Association for Regional Coordination (SAARC), GATT/WTO and Trade Liberalization, the Uruguay Round & an Evaluation of General Agreement on Trade in Services (GATS), Trade Related Investment Measures (TRIMS), Trade Related aspects of Intellectual Property Rights (TRIPS).

**Module - 3: International Market Selection** **10 Hrs**

Market selection process, Determinants of Market selection, Process of market segmentation, Requisites of sound International Marketing segmentation, Market entry strategies.

**Module - 4: International Product & Pricing Decision** **10 Hrs**

International Product Life Cycle (IPLC), IPLC Stages and characteristics, International Product Policy, Product strategies, globalization v/s localization, Marketing mix, factors affecting pricing, Information requirements for export pricing, export price structure, steps in export pricing.

**Module - 5: International Promotion & Distribution Strategies**  
**10 Hrs**

Major decisions in International Marketing Communication, Product communication strategies, Problems in International Marketing Communication, Advertising and Regulation, International Marketing channel system, Types of foreign intermediaries, Factors influencing channel selection, Distribution issues and International Logistics.

**Module - 6: Other Dimension of International Marketing** **8 Hrs**

Balance of payment, instruments of trade policy; tariff and non-tariff barriers, exchange control. Management of risks in International Marketing: Commercial, political, cargo, credit exchange fluctuation risks and risks arising out of foreign laws.

**Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Collect literature from business magazines for global strategies used by Indian companies for branding
2. List out case studies of dumping practices and benefits of implementing anti – dumping laws
3. Visit any institution involved in export promotion and present a brief analysis

4. Based on Porter's framework for competitive advantage analyze any four Indian companies that have global projections.
5. List out the various entry strategies of foreign multinationals in India and also analyze their success and failures

**Books for Reference:**

- ❖ *Francis Cherunilum: International Marketing, Himalaya Publishing House.*
- ❖ *Michael R., Zinkota & Ilkka A Ronkainen: International Marketing.*
- ❖ *Srinivasan. R., International Marketing, PHI Learning Private Limited.*
- ❖ *Sunil Gupta & Kulbhushan Chandel: International Marketing, Kalyani Publishers.*
- ❖ *Varshney R L & Bhattacharyya: International marketing Management, Sultan Chand & Sons.*
- ❖ *Warren & Keegan: International Marketing, Prentice Hall of India Pot. Ltd.*

**PAPER - IV**  
**MKT 505: CREATIVE ADVERTISING AND**  
**MEDIA MANAGEMENT**

**Module - 1: Introduction to Advertising** **12 Hrs**

History of advertising, Advertising purpose and functions; Economic, social & ethical aspects of advertising. Advertising as a marketing tool Types of Advertising Reasons (Pros) for advertising, Criticism of advertising. Advertising as a communication process.

**Module - 2: Advertising and Campaign Planning** **10 Hrs**

Marketing strategy and situation analysis; Advertising plan; Advertising objectives; DAGMAR approach; Advertising campaign planning process.

**Module - 3: Creative Strategy & Advertising Budget** **14 Hrs**

The art of copywriting; Advertising Copy Testing; Creativity in communication; Motivational approaches; Types of appeals used in advertising; Advertising Budget Process.

#### **Module - 4: Advertising Media Strategy**

**12 Hrs**

Role of Media; types of Media, their advantages and disadvantages; media planning , selection & scheduling strategies.

#### **Module - 5: Choosing the Right Agency**

**12 Hrs**

Role of agencies – Types & functions of ad agencies, client agency relationship; selection and coordination of advertising agency.

#### **Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Draft a print ad copy with appropriate punch lines for an upcoming jewellery product.
2. Design effective criteria for choosing an endorser for a new entrant product of potato chips. Discuss the importance of each in evaluation of potential candidates and how you would make the final decision.
3. Draft a questionnaire for an Italian ice cream outlet to analyze its customer feed back.
4. Analyze ambush marketing from any Recent Indian scenario and present the case study.
5. Visit an ad agency and analyze its functions and other working details.
6. Select any two print ads aimed at consumers that have recently run, one that you consider as good and another as bad. Write a one-page assessment on each justifying your assessment.

#### **Books for Reference:**

- ❖ *Bowee, Hill, Dowell, Wood: Advertising Excellence.*
- ❖ *Chunawalla & K. C. Sethia: Foundations of Advertising, Theory and Practice, Himalaya Publishing House.*
- ❖ *David Ogilvy: Ogilvy on Advertising, Prion Publications, London.*
- ❖ *Kazmi S.H. & Satish Batra: Advertising and Sales Promotion.*
- ❖ *Mahendra Mohan: Advertising Management, Concepts and cases; Tata McGraw Publishing Co. Ltd. New Delhi.*
- ❖ *Rajeev Batra, John E Myers, David Aaker: Advertising Management, Fifth Edition, Pearson Education.*

**SEMESTER IV**  
**ELECTIVE - IV: HUMAN RESOURCE**  
**MANAGEMENT**

**Objectives:**

The objective of the course is to give complete knowledge about HR related concepts and practices like Industrial Relations, Labour laws and Welfare, Human Resource Development and the Psychological aspects of employees in an industry.

**PAPER - III**  
**HRM 607: INDUSTRIAL PSYCHOLOGY &**  
**INDUSTRIAL RELATIONS**

**Module - 1: Introduction to Industrial Psychology** **6 Hrs**

Nature and Scope of Industrial Psychology: Industrial psychology -Meaning, subject matter and functions; Development of Industrial Psychology

**Module - 2: Group Dynamics and Power** **12 Hrs**

Meaning – Types and characteristics of a group functions and goals of groups – Process of group formation –Group Properties- Group size, Group Roles, Group Norms ,Group Cohesiveness& Group Status – meaning and characteristics – Group behaviour.

Power: – Significance and meaning of power – Types of power – Effectiveness of power bases. Power in the group, Leadership traits and skills in a group.

**Module - 3: Work culture, Productivity and morale** **10 Hrs**

Organizational culture-how culture affects work – Components of culture in the organization.

Definition and measurement of morale & job satisfaction – Morale and productivity – Morale as a responsibility of management – Indices of low morale – Measures to improve morale and productivity.

**Module - 4: Industrial democracy** **10 Hrs**

Employee Empowerment: Industrial Democracy, Industrial Peace and International Labour Organisation; Introduction and functions

of National Commission on Labour; Industrial Relations-meaning and approaches: systems model, Pluralist Approach and The Structural Contradictions Perspective.

**Module - 5: Trade Unions and Industrial unrest** **10 Hrs**

Trade Union and the employee: Structure, characteristics and functions of trade unions; Essentials of Trade Unions Act, 1926.

Industrial Unrests- causes and cures of industrial disputes; Bipartite and Tripartite machineries; Collective Bargaining- meaning , characteristics and functions.

**Module - 6: Conflict Negotiation and Management of Grievances**

**12 Hrs**

Definition of conflict – Conflict process – Negotiation – Bargaining strategies – Role of personality traits in negotiation – Mediator – Arbitrator – Conciliator and Consultant – Causes of grievances – Need for grievance procedure – Grievance Redressal Machinery.

**Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Make a study of the group dynamics functional in a particular organisation.
2. Study the morale level and its impact on productivity of the employees of any firm.
3. Identify the trade unions in any three companies and their roles towards the welfare of employees.
4. Make a study of the grievance Redressal machinery operational in a company.

**Books for Reference:**

- ❖ *Berry, L.M. (1998), reprint 2010. Psychology at work: An introduction to Industrial and Organizational Psychology. N.Y.: McGraw-Hill International Editions*
- ❖ *Aamodt, M.G. (2007). Industrial and organizational psychology: An applied approach. US: Thomson & Wadsworth.*
- ❖ *Schultz, D. and Schultz, S. E. (2006). Psychology and work today. 8th ed. N.D.: Pearson Edu.*

- ❖ Ahuja K. K.: *Personnel Management*, Kalyani Publishers.
- ❖ Dwivedi R S: *Personnel Management in Indian Enterprises*, Galgotia Publishing Company.
- ❖ Dwivedi R S: *Human Relations and Organisational Behaviour – A Global Perspective*, McMillan India Limited.
- ❖ Fred Luthans, *Organisational Behaviour*, McGraw Hill, Inc.
- ❖ Mamoria C B & Gankar. S. V.: *Personnel Management, Text and Cases*, Himalaya Publishing House.
- ❖ Rao V.S.P. & Narayana P.S.: *Organisational Theory and Behaviour*, Konark Publishers Pvt. Ltd.
- ❖ Stephen P. Robbins: *Organisational Behaviour – Concepts, Controversies and Applications*, Prentice Hall of India.

**PAPER - IV**  
**HRM 606: INTERNATIONAL HUMAN RESOURCE**  
**MANAGEMENT**

**Module - 1: Introduction** **8 Hrs**

Nature of International HRM: Approaches to IHRM, difference between domestic HRM and IHRM

**Module - 2: Human Resources Planning in IHRM** **8 Hrs**

Human resource planning in IHRM: Recruitment and selection, issues in staff selection of expatriates.

Training and Development: Expatriates training, developing international staff and multinational teams.

**Module - 3: Performance Appraisal** **10 Hrs**

Performance Management: Factors associated with individual performance and appraisal, Criteria used for performance appraisal of international employee, appraisal of host country nationals. Compensation: Objectives of international compensation, approaches to international compensation

**Module - 4: EXPAT** **8 Hrs**

Expat Failure: Causes for failure. Repatriation: Repatriation process

**Module - 5: Labour Relations** **8 Hrs**

Labour Relations: Key issues in international relations, strategic choices before firms, strategic choices before unions, union tactics

**Module - 6: International HRM** **8 Hrs**

Managing people in an international context: US

**Module - 7: Cross Cultural Management** **10 Hrs**

Definitions and concepts, Elements of Culture, The growing importance of culture in organizations, Culture and diversity, Cross cultural issues in organizations.

Cross - Cultural team work - Benefits and problems.

**Skill Development:**

*(These activities are only indicative, the faculty member can innovate)*

1. Make a study of the training and development given to expatriates in an MNC.
2. Study the performance appraisal of an international employee as compared to the host country national.
3. Report on the process of recruitment and selection in an international firm.
4. Study the activities undertaken by at least two firms to fulfill their social responsibilities.

**Books for Reference:**

- ❖ *Aswathappa K: Human Resource and Personnel Management, Tata McGraw Hill.*
- ❖ *Charles WL Hill: International Business, McGraw Hill.*
- ❖ *Cynthia D Fisher (et al): Human Resource Management, Houghton Mifflin Co.*
- ❖ *Ian Beardwell & Len Holden: Human Resource and Personnel Management, MacMillan.*
- ❖ *Peter JDowling (et al): International Human Resource Management, South Western, Thomas Learning.*