

**St. Joseph's College of Commerce
(Autonomous)**

163, Brigade Road, Bengaluru – 560 025

Accredited with 'A++' Grade (4th Cycle) by the
National Assessment and Accreditation Council
(NAAC)

Recognized by the UGC as
"COLLEGE WITH POTENTIAL FOR
EXCELLENCE"



**Bachelor of Commerce [Honours]
Semester VII & VIII**

Syllabus as per National Education Policy

2020

Curriculum Framework w.e.f., 2024-2025

**Academic Year 2025 – 2026
Batch 2021-25 & 2022-26**

St. Joseph's College of Commerce (Autonomous)
Affiliated to Bengaluru City University

St. Joseph's College of Commerce (SJCC) was formerly a part of St. Joseph's College, established in the year 1882. The Commerce Department was established in the year 1949 and it became an independent college with its own building in Brigade Road in the year 1972.

The college has in its Vision a model for higher education which encourages individuals to dream of a socially just world and in its Mission a strategy to empower individuals in realizing that dream.

With an objective of imparting quality education in the field of Commerce and Management, the college has been innovating in all aspects of higher education over a long period of time. These innovations were further bolstered with the granting of autonomous status to the college by UGC in September 2005. From then on, the college has taken a lead in reforming curriculum and syllabus, examination and evaluation pattern and teaching and learning methods through the Board of Studies, the Academic Council and the Governing Council comprising of eminent academicians, industry representatives and notable alumni.

The college has undergone four cycles of NAAC accreditation starting from the year 2000 in which it secured 'five stars', next in the year 2007 an 'A' grade, in the year 2012 again an 'A' grade and recently in February 2021 an 'A++'. It is one of the very few institutions in the country to have secured A++ grade in the fourth cycle under the Revised Accreditation Framework (RAF) and the first college in Karnataka to do so. The college was declared as a 'College with Potential for Excellence' in the year 2010. In 2011, SJCC was recognized as a Research Centre by Bangalore University. The college has been ranked 55th in the National Institutional Ranking Framework (NIRF) ratings of Ministry of Education, Government of India, in 2024 and it has been the only institution from Karnataka to make it consistently to the top 100 in the country.

The college offers diverse programmes in Commerce, Business Administration Arts and Science. Under Commerce Studies it offers B.Com, B.Com (Professional-International Accounting and Finance), B.Com (BPM- Industry Integrated), B.Com (Travel and Tourism), B.Com (Analytics), B.Com (Professional - Strategic Finance), M.Com (Finance & Taxation/ Marketing & Analytics), M.Com (International Business) & M.Com (Financial Analysis). Under Business Administration it offers BBA, BBA (Entrepreneurship) and BBA (Professional- Finance and Accountancy). Under Arts it offers BA (English, Communicative English and Psychology) and Under Science it offers B.Sc (Economics, Mathematics and Data Analytics). The college also offers five one-year Post Graduate Diploma programmes.

About the Department

The B. Com Department of St. Joseph's College of Commerce has efficiently streamlined all its programmes to reflect an interdisciplinary approach to understanding the contemporary business environment. The Department aims to construct a strong foundation in core subjects such as Accounting, Taxation, Economics, Statistics and Auditing along with a choice of Cost Accounting, Finance, Business Analytics, Marketing and Human Resources, studied in the fifth and sixth

semester. The courses are challenging, yet, rewarding for students with high aspirations. Our students have been sought after by employers for their excellent knowledge and skills, giving them an edge over their peers from other institutions.

Objectives of the Programme

1. To provide conceptual knowledge and application skills in the domain of Commerce studies.
2. To provide knowledge in all the areas of business to be able to meet expectations of Commerce, Trade and Industry.
3. To sharpen the students' analytical and decision-making skills.
4. To provide a good foundation to students who plan to pursue professional programmes like CA, ICWAI, ACS, CFA and MBA.
5. To facilitate students to acquire skills and abilities to become competent and competitive in order to be assured of good careers and job placements.
6. To develop entrepreneurship abilities and managerial skills in students so as to enable them to establish and manage their own business establishments effectively.
7. To develop ethical business professionals with a broad understanding of business from an interdisciplinary perspective.

Salient Features of four years Bachelor of Commerce Programme with Multiple Entry and Exit Options:

1. The regulations governing the Four-years Bachelor of Commerce Programme with Multiple Entry and Exit Options shall be applicable with effect from the Academic year 2021-2022.
2. The Bachelor of Commerce Programme shall be structured in a semester mode with multiple exit options; Certificate in Commerce On the completion of First year (two semesters) Diploma in Commerce On the completion of Second year (four semesters) Basic Bachelor Degree On the completion of Third year (six semesters) Bachelor Degree with Honors On the completion of Fourth year (eight semesters)
3. The four-year undergraduate honors degree holders with research component and a suitable grade are eligible to enter the Doctoral Programme in a relevant discipline
4. The students who exit with Certification, Diploma or Basic Bachelor Degree shall be eligible to re-enter the programme at the exit level to complete the programme or to complete the next level.
5. The four-years Bachelor of Commerce Programme offers a wide range of multidisciplinary courses with exposure to other disciplines, specializations and areas. The programme aptly caters to knowledge, ability, vocational, professional and skill enhancement along with focus on humanities, arts, social, physical and life sciences, mathematics, sports etc.
6. The four-years Bachelor of Commerce Programme combines conceptual understanding with practical engagement through lab courses, national and international field visits, internship, conferences, workshops, seminars, case study analysis, group discussions and research projects.

7. A wide range of Skill Enhancement Courses are offered in the first four semesters to enhance language and communication, logical reasoning, critical thinking, problem solving, data analytics and life skills.

8. In each of the first four semester students will have an option of studying a course from other disciplines. Students will be given an option to choose from a pool of Open Elective Courses that provide exposure to multiple disciplines and thereby making the programme truly multi-disciplinary.

9. Students can make a choice of a specialization/elective in the 3rd and the 4th year of the programme.

I. Eligibility for Admission

Candidates who have completed the two-year Pre-University course of Karnataka State or its equivalent are eligible for admission into this Programme.

II. Duration of the Programme

The duration of the programme is three (03) years of Six Semesters. A candidate shall complete his/her degree within five (05) academic years from the date of his/her admission to the first semester. Students successfully completing three (03) years of the course will be awarded Bachelor's Degree in Commerce (REGULAR) – B.COM-Regular.

III. MEDIUM OF INSTRUCTION

The medium of instruction shall be in English.

IV. ATTENDANCE

- A student shall be considered to have satisfied the requirement of attendance for the semester, if he/she has attended not less than 75% in aggregate of the number of working periods in each of the courses, compulsorily.
- A student who fails to complete the course in the manner stated above shall not be permitted to take the End Semester Examination.

SUBJECTS OF STUDY: THE COMPONENTS OF CURRICULUM FOR FOUR-YEARS MULTIDISCIPLINARY UNDERGRADUATE B.COM PROGRAMME

The category of courses and their descriptions are given in the following table.

Category of courses	Objective / Outcomes
Languages	Language courses equip students with communication skills, critical and creative thinking, familiarity with issues pertaining to society and culture and skills of expression and articulation. They also provide students with a foundation for learning other courses
Ability Enhancement Courses	Ability enhancement courses are the generic skill courses that enable students to develop a deeper sense of commitment to oneself and to the society and nation largely.

Skill Enhancement Courses	Skill Enhancement Courses enhance skills pertaining to a particular field of study to increase their employability/ self-employment. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.
Vocational Enhancement courses	Vocational Enhancement courses enhance skills pertaining to a particular field of study to increase their employability/ self-employment.
Foundation/ Discipline based Introductory Courses	These courses will supplement in a better understanding of how to apply the knowledge gained in classrooms to societal issues.
Major Discipline Core Courses	Major Discipline Core Courses aim to cover the basics that a student is expected to learn in that particular discipline. They provide fundamental knowledge and expertise to produce competent and creative graduates with a strong scientific, technical and academic acumen.
Major Discipline Elective Courses	These courses provide more depth within the discipline itself or within a component of the discipline and provide advanced knowledge and expertise in an area of the discipline.
Open or Generic Elective Courses	Open or Generic Elective Courses are courses chosen from an unrelated discipline/ subject, with an intention to seek exposure beyond discipline/s of choice.
Project work/ Dissertation/ Internship/ Entrepreneurs hip	Students shall carry out project work on his/ her own with an advisory support by a faculty member to produce a dissertation/ project report. Internship/ Entrepreneurship shall be an integral part of the Curriculum.
Extension Activities	As part of the objective of Social Concern, the College has designed a well-structured Community Outreach programme of sixty hours called 'Bembala' (Support). The programme includes rural camps, workshops, lectures and seminars, teaching programmes in Govt Schools or Colleges, community service in slums and villages, awareness programmes in streets, localities, slums or villages and public rallies on social issues. The College expects the students to be part of the activities organized by the College towards securing the goal of Social Concern. This programme is mandatory for the award of degree from the college.
Extra/ Co-curricular Activities	The College has a wide range of student associations and clubs that provide space for students to develop their creative talents. The activities conducted help in developing not just the artistic and entrepreneurial talents but also helps in character building, spiritual growth, physical growth, etc. They facilitate development of various domains of mind and personality such as

	intellectual, emotional, social, moral and aesthetic developments. Creativity, enthusiasm, and positive thinking are some of the facets of personality development and the outcomes of these activities.
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v. CREDIT REQUIREMENT

Credits represent the weightage of a course and are a function of teaching, learning and evaluation strategies such as the number of contact hours, the course content, teaching methodology, learning expectations, maximum marks etc.

Exit Option	Minimum Credit Requirement*
Certificate in Commerce	50
Diploma in Commerce	100
Basic Bachelor Degree	146
Bachelor Degree with Honors	187

***Credits are subject to change as per the NEP guidelines**

VII. TEACHING AND EVALUATION:

M.Com/MBA/MFA/MBS/MTA graduates with B.Com, B.B.A & B.B.S as basic degree from a recognized university are only eligible to teach and to evaluate the courses including part – B courses of I and II semesters (except languages, compulsory additional courses and core Information Technology related courses) mentioned in this regulation. Languages and additional courses shall be taught by the graduates as recognized by the respective board of studies.

VIII. EXAMINATION & EVALUATION:

CONTINUOUS FORMATIVE EVALUATION/ INTERNAL ASSESSMENT:

Total marks for each course shall be based on continuous assessment and semester end examinations. As per the decision taken at the Karnataka State Higher Education Council, the total marks for CIA and ESE as per NEP will be 40:60.

TOTAL MARKS FOR EACH COURSE	100%
Continuous assessment – CIA 1	20% marks
Continuous assessment – CIA 2	20% marks
End Semester Examination (ESE)	60% marks

EVALUATION PROCESS OF INTERNAL ASSESSMENT MARKS SHALL BE AS FOLLOWS.

- a) The first component (CIA 1) of assessment is for 20% marks. The second component (CIA 2) of assessment is for 20% marks.
- b) During the end of the semester, end semester examination shall be conducted by the college for each course. This forms the third and final component of assessment (C3) and the maximum marks for the final component will be 60%.
- c) The students shall be informed about the modalities well in advance. The evaluated assignments during component □ (CIA 1) and component □ (CIA 2) are immediately provided to the students.
- d) The marks of the total internal assessment shall be published on the ERP for students at the end of semester.
- e) The internal assessment marks shall be submitted to the COE as per the date mentioned.
- f) There shall be no minimum in respect of the internal assessment marks.
- g) Internal assessment marks may be recorded separately. A student who has failed, shall retain the internal assessment marks as there will be no change in the CIA results scored.

MINIMUM FOR A PASS:

- a. A student needs to get 40% in the end semester examination and in addition the student also should get an aggregate of overall 40% inclusive of his internal assessment to be declared as passed.
- b. The student who is passed in all the end semester examinations in the first attempt is eligible for rank
- c. A student who passes the semester examinations in parts or attempted supplementary exams is eligible for only Class, CGPA but not for ranking.
- d. The results of students who have passed the last semester examinations but not passed the lower semester examinations shall be eligible for the degree only after completion of all the lower semester examinations.
- e. If a student fails in a subject, either in theory or practical's he/ she shall appear for that subject only at any subsequent regular examination, as prescribed for completing the programme. He/ she must obtain the minimum marks for a pass in that subject (theory and practical's separately) as stated above.

CARRY OVER

Students who fail in lower semester examinations may go to the higher semesters and take the lower semester examinations as per odd or even semester in the next consecutive chance.

CLASSIFICATION OF SUCCESSFUL CANDIDATES:

The ten-point grading system is adopted. The declaration of result is based on the Semester Grade Point Average (SGPA) earned towards the end of each semester or the Cumulative Grade Point Average (CGPA) earned towards the completion of all the eight semesters of the programmes and the corresponding overall grades. If some students exit at the completion of the first, second or third year of the four years Undergraduate Programmes, with Certificate, Diploma or the Basic Degree, respectively, then the results of successful candidates at the end of second, fourth or sixth semesters shall also be classified on the basis of the Cumulative Grade Point Average (CGPA) obtained in the two, four, six or eight semesters, respectively. For award of,

- Certificate in Business Commerce
- Diploma in Business Commerce
- Basic Bachelor's Degree in Business Commerce
- Bachelor's Degree with Honors in a Discipline

TRANSFER FOR ADMISSION

Transfer for admission is permissible only for odd semesters for students of other universities and within the university.

CONDITIONS FOR TRANSFER OF ADMISSION OF STUDENTS WITHIN THE UNIVERSITY

- a. His/ her transfer admission shall be within the intake permitted to the college.
- b. Availability of same combination of subjects studied in the previous college.
- c. He/she shall fulfill the attendance requirements as per the University Regulation.
- d. He/she shall complete the programme as per the regulation governing the maximum duration of completing the programme.

CONDITIONS FOR TRANSFER ADMISSION OF STUDENTS OF OTHER UNIVERSITIES

- a. A Student migrating from any other University may be permitted to join odd semester of the degree programme provided he/she has passed all the subjects of previous semesters/years as the case may be. Such candidates must satisfy all other conditions of eligibility stipulated in the regulations of the University.
- b. His/her transfer admission shall be within the intake permitted to the college.
- c. He/she shall fulfill the attendance requirements as per the University Regulation.
- d. The student who is migrating from other Universities is eligible for overall SGPA/CGPA or Class and not for ranking.
- e. He/she shall complete the programme as per the regulation governing the maximum duration of completing the programme as per this regulation.

**BCOM (HONOURS)
COURSE STRUCTURE
VII SEMESTER**

Sl No	Course Code	Title of Course	Category	Teaching Hours	ESE	CIA	Total marks	Credits
1	CH 21 DC 701	Global Taxation	DSC	4	60	40	100	4
2	CH 21 DC 702	Strategic Management	DSC	4	60	40	100	4
3	CH 21 DC 703	Strategic Cost Management	DSC	4	60	40	100	4
4		Elective I	DSE	3	60	40	100	3
5	CH 21 VE 701	Statistical Tools for Data Analysis	VEC	2 + 1	60	40	100	3
6	CH 21 RM 701	Research Methodology	RM	3	60	40	100	3
Sub Total					360	240	600	21

CH 21 DC 701: GLOBAL TAXATION

Course Objective:

This syllabus aims to introduce students to the key concepts, issues, and policies surrounding taxation at the international level, including how taxes are structured globally, international tax agreements, and challenges such as tax avoidance and evasion.

Module 1: Introduction to Global Taxation

8 Hours

Overview of taxation and its role in the global economy - Key concepts: tax systems, tax jurisdictions, tax rates, and compliance - Structure of tax systems in different countries - The role of taxes in economic growth and development - Tax policy and the balance between revenue generation and investment attraction.

Module 2: International Organizations and Global Tax Governance

12 Hours

Sovereignty of nations and their right to tax - Jurisdictional issues in international taxation - The concept of residence and source in tax law - Overview of double taxation and the need for tax treaties - Key principles of tax treaties: Residence, Source, and Exemption - The OECD Model Tax Convention and UN Model - Role of the OECD, UN, World Bank, and IMF in global taxation - The OECD's work on Base Erosion and Profit Shifting (BEPS). - International coordination on tax matters.

Module 3: Corporate Taxation in a Globalized Economy

12 Hours

Taxation of multinational corporations (MNCs) - Transfer pricing and its role in international taxation - Case study: Google, Apple, and other MNCs' tax practices - Distinction between tax avoidance and tax evasion - International efforts to combat tax avoidance and evasion - Real-world cases of tax avoidance by multinational corporations.

US Corporate Tax System: Overview of corporate tax rates, taxation of global income, and major tax reforms. **GILTI (Global Intangible Low-Taxed Income):** How the US taxes foreign earnings of US multinationals. **US Approach to Transfer Pricing:** IRS guidelines and enforcement of transfer pricing rules.

Module 4: Consumption Taxes in Global Trade

12 Hours

Overview of Consumption Taxes in International Trade - Definition and purpose of consumption taxes-Types of consumption taxes: VAT, GST, Sales Tax, Excise Tax, Customs Duties, and Digital Services Tax-Importance of consumption taxes in global trade. The Role of VAT/GST in International Trade and Global Supply Chains- VAT/GST implications for cross-border transactions- Input tax credits and refunds for exporters- VAT/GST compliance challenges for multinational businesses- Case studies on VAT/GST in supply chains, Other Key Consumption Taxes in International Trade, Comparative Analysis of Global Consumption Tax Systems- Developing vs. developed economies - Differences in tax structures- Tax harmonization efforts in international trade (OECD, WTO, etc.)

Module 5: Tax Competition and Harmonization

8 Hours

Understanding Tax Competition - The race to the bottom- Tax Havens and Low-Tax Jurisdictions- Arguments For and Against Tax Harmonization- The European Union's Approach to Tax Harmonization- OECD's Work on Taxing the Digital Economy- Future of Tax Competition and Harmonization.

US Role in Global Minimum Tax (OECD Pillar Two): Impact of the US position on global tax harmonization. **US as a Tax Haven:** How Delaware and other states attract businesses with low taxes.

Module 6: Future Trends and Innovations in Global Taxation

8 Hours

Impact of blockchain and cryptocurrency on global tax systems – Taxation of Cryptocurrency and Blockchain-Based Transactions- Regulatory Challenges in Taxing Cryptocurrencies- Global Approaches to Crypto Taxation, Emerging Trends in Global Tax Policy- Carbon Pricing Mechanisms and Environmental Taxation- EU Carbon Border Adjustment Mechanism (CBAM) and Its Trade Implications- Green Taxation Strategies Across the World (India, US, China, and EU policies), Tax Reform and the Future of International Tax Law- Digital Taxation and the Rise of Global Minimum Tax- Artificial Intelligence in Tax Compliance and Auditing, International Cooperation and Global Tax Challenges- Challenges of Implementing a Unified Global Tax System- The Role of International Organizations in Tax Reforms (OECD, IMF, WTO)- Addressing Tax Evasion and Avoidance in a Globalized Economy. Approach to Crypto Taxation: **IRS classification of cryptocurrencies as property**, reporting requirements, and capital gains tax. **IRS and AI in Tax Compliance**: How the US uses AI for audits and tax compliance.

Skill Activities:

1. Identify the key drivers of tax competition and evaluate the economic, social, and political consequences for two countries offering low tax rates and the broader global community.
2. Apply VAT/GST rules in cross-border transactions and determine the correct tax treatment for different international scenarios.
3. Research the countries' tax laws, understand their economic priorities, and negotiate treaty terms that balance both countries' interests.
4. Research and present the benefits, challenges, and effectiveness of various environmental tax policies implemented in different countries.

Course Outcomes:

1. Demonstrate the key principles and theories of taxation in a global context.
2. Evaluate the role of international organizations and treaties in shaping global tax policy.
3. Analyze the tax system for multi-national companies and tax avoidance and evasion.
4. Analyse the Consumption Taxes in International Trade and different tax structures.
5. Evaluate the ethical and legal concerns surrounding the use of tax havens, including the impact on both developed and developing countries.
6. Identify and explain the key emerging trends in global taxation, such as digital taxation, environmental taxation, and global minimum tax rates.

Books for Reference:

1. Oats, Lynne. (2018). *Principles of International Taxation* (5th ed.) Bloomsbury Professional
2. *Global Taxation: A Guide to International Tax and Policy* by Michael Lang and others.
3. **OECD** (2020). *OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations*. OECD Publishing.
4. **Rao, P. V.** (2014). *Global Taxation: Tax Havens and Offshore Jurisdictions*. Pearson Education India.
5. **Baker, P., & Smith, R.** (2020). *Global Tax Compliance and Reporting*. Wiley-Blackwell.

CH 21 DC 702: STRATEGIC MANAGEMENT

Course Objectives

To acquaint learners with the concepts of formulation of strategy and building competitive advantage that commensurate with corporate level and business level strategy.

Module 1 - Introduction to Business Policy & Strategy

10 Hours

Business Policy: Definition and Importance of business policy, Purpose of business policy, objectives of business policy, Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement Goal, Process & Input formulation

Meaning of Strategy - Need for strategic management, process of strategic management, Evolution of Strategic Planning - Strategy v/s. Policy - Role of Strategists Characteristics of corporate, Levels of Strategic Planning - business & functional level strategic management decisions ; Schools of Thought on Strategy Formulation & decision- making, Reasons for failure of strategic management:- Issues Faced in Strategic Planning

Module 2: Strategic Intent and Environmental Appraisal

10 Hours

The concept of Strategic Intent-Fit-Environment appraisal: The concept of environment, The Company and its environment, scanning the environment, relating opportunities and resources based on appraisal of the environment (situation analysis - opportunities and threats analysis). Sources and Techniques- External Analysis-Michael Porter's Five Force Industry Analysis - Value Chain Analysis Internal Analysis- Critical Success Factors (CSF): Key Factor Rating.

Internal analysis: Importance of organization's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain.

Module 3: Strategic Formulation-Corporate and Business Level Strategies

12Hours

Approaches to Strategy formation; Strategic planning: Strategic planning process, strategic plan major strategy options - Corporate Level Strategies- Grand strategy -Stability, Growth- and Expansion- Merger & acquisitions - Types of renewal strategies - retrenchment and turnaround- Combination - Corporate Restructuring Strategies - McKinsey's 7S framework to analyzes firm's organizational design Business level strategy-SBU (strategic business units), Formulation of competitive strategies: Michael E. Porter's Generic competitive strategies, cost leadership, - Strategic Advantage -decentralization; BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution-Matrix and Profit-Impact of Market Strategy (PIMS) Model.

Module 4 - Strategic Analysis and Choice

12 Hours

Strategic gap analyses -Process of Strategic Choice - focusing in strategic alternatives - horizontal, vertical diversification - active and passive alternatives- Contingency Strategies. Selection Factors-Subjective Factors of Influencing Choice - Corporate portfolio analysis - BCG Matrix - Limitations of BCG Matrix -GE Nine cell matrix -Product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix SWOT analysis.

Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card.

Module 5- Strategic Implementation and Evaluation

8 Hours

Activating Strategy - Strategic Organization Structure - Functional- SBU - Project Organization - Matrix Organization - New Design Option - Leadership Style and Cultural

Change – Managing Resistance to Change – Managing Conflict –Linking Performance and Pay To Strategies – Evaluation Criteria for Strategies. Process of evaluation – Setting Performance standards – Evaluation techniques for strategic control.

Module 6 - Strategic Control & Corporate Social Responsibility

8 Hours

Strategy Control- Meaning- Importance- Scope- Strategic- surveillance - Relationship between Strategic evaluation and control, operational control, overview of management control, Types of strategic Control – focus on KRA (Key Result Areas) Social responsibilities: The Company and its social responsibilities, Social responsibility for economic growth and sustainability - Triple bottom Line-Social Audit. Ethics and Strategy- Meaning, scope and limitation

Skill Development:

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

1. Select a high profile industry such as IT or Entertainment Industry. Identify major Competitors and analyze the type of corporate level of strategies being used by firms.
2. Identify a business group (e.g. Reliance) that has relied extensively on Backward Integration as expansion corporate level strategy. Analyze reasons why company chose to do so.
3. List a few recent instances of Indian companies that adopted diversification strategies and make observations on why these companies diversified and types of diversification used.
4. Pick up several business magazines. Locate corporate reports of different types of companies according to different factors such as industry – size or type. Analyze these reports to identify types of corporate level strategies the companies chosen by you are employing.
5. Analyze the following trends and extrapolate their implications for strategy formulation within companies (i) rising population (ii) crisis in higher education sector (iii) spread of Internet culture (iv) deplorable state of public utilities.
6. Essential Readings: Azhar Kazmi: Business Policy and Strategic Management, Second Edition, Tata McGraw Hill Publications.

Course Outcomes

After completion of the course the students will be able to:

1. Illustrate a design of a policy that operationalize the Vision and performance
2. Conduct and draw conclusions from external and internal analyzes of an organization's environment and assess their significance for strategic planning
3. Choose an appropriate corporate level and Business level strategy that takes into account all the environmental factors of Business firm
4. Generate the Strategic analysis and strategic choices after the conducting strategic Gap Analysis
5. Develop implementation of strategic plans in setting Performance standards and using Evaluation techniques for strategic control to execute those strategies.
6. Relate Strategic evaluation of plan with control function such as operational control, overview of management control and Corporate Social responsibilities in Triple bottom Line perceptive.

Book for Reference:

- Budhiraja S & Athreya M, Cases in Strategic Management, Latest Edition, New Delhi, Tata McGraw Hill Publications.
- Francis Cherunilam, Strategic Management, Latest Edition, Bombay, Himalaya Publishing House.
- Kazmi Azhar, Strategic Management and Business Policy, Latest Edition, New Delhi Tata McGraw Hill Publication.
- Kourdi Jeremy, Business Strategy (A Guide to Effective Decision Making), Latest Edition, New Delhi, the Economist.
- Pearce II A. John & Robinson Jr B Richard, Strategic Management – Strategy Formulation, Implementation and Control, Latest edition, New Delhi, McGraw Hill Education.
- Rao V. S. P. & Krishna Hari V., Strategic Management – Text and Cases, Latest Edition, New Delhi, Excel Books Publication.
- Sadler M Philip, Strategic Management, Latest Edition, New Delhi.
- Gerry Johnson & Richard Whittington – “Exploring Strategies: - Text and Cases – Eleventh Edition- Pearson Publication.

CH 21 DC 703: STRATEGIC COST MANAGEMENT

Course Objective:

To equip students to manage costs strategically, making informed decisions that support an organization's long-term objectives, improve profitability, and ensure sustainable growth in a competitive environment.

Module 1: Introduction to Strategic Cost Management

12 hours

Overview of Cost Management - Traditional cost management and its limitations Evolution from traditional cost management to strategic cost management - Key differences between traditional vs. strategic cost management - Strategic cost management in alignment with business objectives - Strategic Positioning and Cost Driver - Strategic positioning analysis: creating and maintaining competitive advantage - Cost driver analysis: Identifying cost causes and leveraging them - Core competencies analysis and its importance in cost management - Segmentation analysis: Tailoring cost strategies to market segments - Value Chain Analysis and Industry Structure - Strategic framework for value chain analysis - Conducting industry structure analysis (Porter's Five Forces) - Core competencies and their role in reducing costs - Linking customer value creation with cost management.

Module 2: Modern Business Environment and Quality Management

12 hours

Cost of Quality (CoQ) - Introduction to the Cost of Quality - Components of CoQ: Prevention, Appraisal, and Failure costs - Application of PAF model in cost management - Introduction to TQM principles and their application in strategic cost management - Six C's of TQM: Commitment, Communication, Competence, Consistency, Continual Improvement, Customer Focus - The PDCA (Plan-Do-Check-Act) cycle and its role in cost management - Theory of Constraints (TOC) and Business Excellence Model - Theory of Constraints (Goldratt's 5-Step Method) and its relevance to cost management - Application of TOC in improving performance and profitability - Business Excellence Models (e.g., EFQM) and their use in managing cost while improving quality.

Module 3: Lean System and Innovation

12 hours

Lean Systems and Just-In-Time (JIT) - Introduction to Lean principles and Just-In-Time systems - Kaizen costing: Incremental improvements for cost reduction - Application of 5S in Lean product and process development - Total Productive Maintenance (TPM) and its impact on cost reduction - Cellular manufacturing and its role in reducing waste and improving efficiency - Six Sigma Methodology - Six Sigma: Overview of DMAIC vs. DMADV - Process innovation and Business Process Reengineering (BPR) - Lean and Six Sigma integration - Environmental Management Accounting - Environmental cost analysis and identification - ABC Costing in the context of environmental accounting - Techniques for environmental cost allocation.

Module 4: Pricing Decisions

8 hours

Pricing Decisions - Theories of price and pricing models: Profit maximization, price elasticity - Pricing under different market structures: monopoly, oligopoly, perfect competition - Strategic pricing: New product pricing, pricing below marginal cost, and during recessions - Sensitivity analysis in pricing decisions - Non-financial factors in decision-making: customer satisfaction, social responsibility, and ethics - Ethical issues in cost management and pricing decisions.

Module 5: Divisional Transfer Pricing**8 Hours**

Transfer Pricing – Utility of transfer pricing – Transfer pricing methods – Transfer pricing and goal congruence – Transfer pricing decisions in different circumstances – Different capacity levels – different demand levels – Resolving transfer pricing conflict – International Transfer Pricing – Currency management

Module 6: Performance Measurement, Evaluation**8 hours**

Performance Measurement and Responsibility Accounting - Key Performance Indicators (KPIs) and Critical Success Factors (CSFs) in strategic cost management - Performance Management Systems: Balanced Scorecard, Performance Pyramid, and Performance Prism - Divisional performance measures: ROI, Residual Income, Economic Value Added (EVA) - Benchmarking Schemes – Performance measurement in Non profit sectors – value for money framework – Performance reports

Course Outcomes:

Upon successful completion of this course, students will be able to:

1. Analyze the difference between traditional cost management and strategic cost management, and apply strategic tools to align cost management with business goals.
2. Apply the Cost of Quality (CoQ) framework and Total Quality Management (TQM) principles to enhance cost management while improving product and service quality.
3. Integrate Lean, Kaizen, and Six Sigma methodologies to reduce waste, improve process efficiency, and foster continuous improvement in cost management practices.
4. Demonstrate various pricing strategies, and sensitivity analysis to make informed pricing and financial decisions under different business conditions.
5. Design and implement transfer pricing models that align with corporate goals and optimize internal resource allocation across divisions.
6. Implement performance measurement systems such as the Balanced Scorecard, ROI, EVA, and performance metrics for divisional evaluation and performance improvement.

Skill Activities:

1. Case study analysis on a company's strategic cost management practices, analyzing the implementation of value chain analysis and strategic positioning.
2. Develop recommendations to reduce waste and improve performance metrics
3. Debate and propose pricing strategies, considering cost structures, customer value, and market conditions.
4. Design a performance measurement framework for a company using the Balanced Scorecard model.
5. Create KPIs aligned with strategic objectives and discuss how they support the company's goals
6. Simulate a transfer pricing scenario between divisions within a multinational corporation. Discuss the selection of appropriate transfer pricing methods and conflict resolution techniques.

Reference Books:

1. Strategic Cost Management and Performance Evaluation – CA Final
2. Shank, J. K., & Govindarajan, V. (2000). *Strategic Cost Management: The New Tool for Competitive Advantage* (2nd ed.). Free Press
3. CIMA (2018). *Strategic Management Accounting: Theory and Practice*. CIMA Publishing.
4. Khanna, P. K., & Gupta, S. (2020). *Strategic Cost Management: A Managerial Approach* (2nd ed.). S. Chand & Company Ltd.

5. Vishwanath, S., & Reddy, T. S. (2020). *Cost Accounting: A managerial Emphasis* (2nd ed.). Tata McGraw-Hill Education.
6. Singh, H., & Gupta, A. (2021). *Cost Management: Principles and Practice* (7th ed.). Wiley India Pvt. Ltd.
7. Mittal, M., & Gupta, S. K. (2021). *Strategic Cost Management and Accounting Systems* (3rd ed.). Excel Books.
8. Blocher, E. J., Stout, D. E., Cokins, G., & Chen, K. H. (2019). *Cost Management: A Strategic Emphasis* (7th ed.). McGraw-Hill Education.

CH 21 VE 701: STATISTICAL TOOLS FOR DATA ANALYSIS

Course Objective:

The objective of this course is to equip students with the necessary skills to effectively analyze and interpret data using **different statistical software**. Through hands-on experience, students will learn to apply various statistical techniques to solve real-world problems, make data-driven decisions, and present findings in a clear and concise manner.

Module 1: Data Processing and Data Visualisation

10 Hours.

Data Processing, Data Reading, editing - Data interpretation - Sampling size selection and sampling error - Use of mini tab. Graphs and Charts, Quality Control Tools/Graphical Methods For Data Interpretation: Histogram, Box and Whisker plots, Scatter plots, Run/time charts, Stem & Leaf diagram, Probability plots, Frequency & Cumulative frequency curves. Probability Distributions: Binomial, Poisson and Normal Distributions.

Module 2: Parametric and Non-Parametric Hypothesis Testing

10 Hours.

One sample testing: Tests for mean and variance: z test, student's test, Chi square test and test for proportions. Two sample testing: Paired – comparison tests: Test the difference between two means (equal and unequal known variances), Test the difference between two means (equal and unequal unknown variances), Contingency table tests, and F test. Mood's Median Test, Levene's test, Wilcoxon Signed Rank Test, Kruskal Wallis test, One way ANOVA test, Mann Whitney U test, Spearman Rank Correlation coefficient test.

Module 3: Analysis of Data

10 Hours.

Analytical and Descriptive Statistics: Measures of Central Tendency: Calculation of Mean, Median, Mode, Variance, Standard Deviation, Range, Sample mean, Sample Variance, Sample S.D., Coefficient of Variation. Simple Linear Regression: Method of Least Squares and multiple Regression Analysis.

Skill Development:

1. Data cleaning, data transformation, using SPSS functions like DESCRIPTIVES, FREQUENCIES, and RECODE.
2. Provide a dataset and compute the following descriptive statistics using SPSS Mean, median, and mode, Standard deviation, variance, Range, skewness, and kurtosis.
3. Students to conduct an **independent t-test** using SPSS, check for assumptions (normality and equality of variances), and interpret the results (p-value, confidence intervals).

Course Outcomes

Students should be able to

1. Use Minitab for editing the data, sampling size selection and sampling error and analyze the given data by using descriptive statistics tools
2. Use appropriate Parametric tool for testing the given hypothesis and select appropriate non-parametric tool for testing the given hypothesis
3. Interpret the R & R Square value while using simple linear regression analysis and develop appropriate graphs and charts for the presentation of data on the basis of given data/distribution

Books for Reference:

1. **Gupta, S. P.** (2017). *Statistics for economists* (13th ed.). S. Chand & Company Ltd.
2. **Field, A.** (2017). *Discovering statistics using IBM SPSS statistics* (5th ed.). SAGE Publications.
3. **Vohra, N. D.** (2018). *Business statistics: A decision-making approach* (3rd ed.). McGraw-Hill Education India.
4. **Arora, P. N., & Arora, S.** (2019). *Comprehensive statistics for business and economics* (7th ed.). Sultan Chand & Sons.
5. **Keller, G.** (2019). *Statistics for management and economics* (9th ed.). Cengage Learning India.
6. **Sharma, J. K.** (2018). *Business statistics* (6th ed.). Pearson Education India.

CH 21 RM 701: RESEARCH METHODOLOGY

Course Objective:

The course aims to familiarize students with the nature, scope, and significance of research in commerce while enabling them to effectively formulate research problems and objectives. It introduces students to various research designs and their applications, equipping them with skills in data collection, processing, analysis, and interpretation. Additionally, students will be introduced to advanced data analysis techniques and AI tools relevant to commerce research, enhancing their ability to conduct in-depth analyses. Furthermore, the course aims to enhance students' proficiency in writing research reports effectively, ensuring comprehensive preparation for conducting and disseminating research findings in the field of commerce.

Module 1: Introduction to Research Methodology

8 Hours

Nature and Scope of Research – Review of literature – Research Gap – Research Problem – Research questions and Research Objectives - Research Process Overview - Exploratory, Descriptive, and Causal Research Designs - Quantitative and Qualitative Research Methods – Research Onion – Research Philosophy - Literature review and its role in framing the research problem - Recent Trends in Research Methodology - Integration of AI Tools in Research – Ethical Considerations in Research

Module 2: Methods of Data Collection and Questionnaire Design.

8 Hours

Methods of Data Collection - Questionnaire Design -Measurement and Scaling Techniques - Sampling Techniques - Writing Research Proposals (Synopsis)

Module 3: Sampling, Data Preparation, and Processing

8 Hours

Data Preparation and Cleaning - Data Processing Methods – Reliability and validity of data

Module 4: Quantitative Data Analysis

12 Hours

Descriptive and inferential Data Analysis - Correlation Analysis - Regression Analysis – Factor Analysis - Conjoint Analysis, Cluster Analysis - Multidimensional Scaling - Discriminant and Logit Analysis - utilizing data analysis contemporary software - Interpreting and communicating quantitative results to stakeholders

Module 5: Qualitative Data Analysis

12 Hours

Qualitative research methods - Coding and thematic analysis in managerial research – Utilizing QualCoder/Taguette/RQDA/AcademiaOS/CATMA software for qualitative data analysis - Communicating qualitative findings to stakeholders.

Module 6: Research Reports

8 Hours

Structure and Components of Research Reports - Types of Reports and Characteristics – Effective Use of Pictures and Graphs in Reports - writing style and citation formats (APA, MLA)

Skill Development: (Indicative list): After completion of the course, the students will be able:

1. Identifying Research Problem
2. Research design
3. Adopting sampling technique
4. Collection of data
5. Analysis of data

6. Report writing/ Research Paper writing

Course Outcomes:

1. Understanding research, philosophy of research and different types of research in commerce.
2. Analyse the different methods of collecting data and the methods to prepare a questionnaire.
3. Demonstrate the different data sampling methods.
4. Explain the different quantitative data analysis methods.
5. Explain the different qualitative data analysis methods.
6. Analyse the various research reports and their characteristic features.

Books For Reference:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari ,Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.
5. Bordens, K. S. and Abbott, B. B., Research Design and Methods - A Process Approach, New York, McGraw-Hill.
6. Green & Tull, Research for Marketing Decisions, Tata Mc Graw Hill, New Delhi.
7. Creswell, J. W., Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
8. Charmaz, K., Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.
9. G. C. Beri, Marketing Research, Pearson Education, New Delhi.
10. Kothari, Research Methodology, S. Chand Publication, New Delhi.

COURSE STRUCTURE VIII SEMESTER

Sl No	Course Code	Title of Course	Category	Teaching Hours	ESE	CIA	Total marks	Credits
1	CH 21 DC 801	Sustainable Business Development	DSC	4	60	40	100	4
2	CH 21 DC 802	International Business Environment / Fintech **	DSC	4	60	40	100	4
3	CH 21 DC 803	Financial Risk management	DSC	4	60	40	100	4
4	CH 21 VE 801	Fundamentals of Artificial Intelligence	VEC	2+1	60	40	100	3
5		Research Project			120	80	200	6
		OR						
6		Elective paper II	DSE		60	40	100	3*
7		Elective paper III	DSE		60	40	100	3*
Sub Total					360	240	600	21

** - It was suggested to replace the International Business Environment course with a course on Fintech. The same will be presented in the upcoming BOS.

CH 21 DC 801: SUSTAINABLE BUSINESS DEVELOPMENT

Course Objective:

This course aims to provide the students insights into sustainable business models, ESG (Environmental, Social, Governance) frameworks, sustainable finance, and regulatory compliance. They will be able to apply sustainability principles to real-world business scenarios.

Module 1: Fundamentals of Sustainable Business

6 Hours

Introduction to Sustainability in Business - Definition and key concepts of sustainability - Importance of sustainable business practices - Global sustainability challenges - Triple Bottom Line (TBL) Approach - Understanding People, Planet, and Profit - Balancing economic, environmental, and social factors - Sustainability and Competitive Advantage - Innovation driven by sustainability and market leadership - Risks of unsustainable business practices

Module 2: Sustainable Business Models & Strategy

10 Hours

Designing a Sustainable Business Model - Business model frameworks for sustainability - Sustainable value proposition design - Tools for sustainable business model innovation - Corporate Social Responsibility (CSR) and Stakeholder Engagement - Understanding CSR and its impact on branding - Engaging with customers, employees, and communities - Measuring the effectiveness of CSR initiatives - Circular Economy & Resource Efficiency - Principles of circular economy - Strategies for resource optimization and waste reduction

Module 3: ESG (Environmental, Social, and Governance) Frameworks

10 Hours

Introduction to ESG and Its Business Impact - Meaning and Need - ESG metrics and key performance indicators (KPIs) - ESG Standards and Certifications - Global Reporting Initiative (GRI), International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board (SASB), ISO 14001 - Understanding different ESG rating systems - Environmental Sustainability in Business - Measuring carbon footprint - Strategies for carbon reduction and climate resilience - Social Sustainability and Ethical Business Practices - Human rights, labor laws, and fair trade - Diversity, equity, and inclusion in business - Governance and Ethical Leadership - Corporate governance principles - Corporate Governance for sustainability

Module 4: Sustainable Finance & Investment

10 Hours

Role of Finance in Sustainability - Support of financial institutions for sustainability - Integrating sustainability into financial decision-making - Green Bonds, Carbon Credits & Impact Investing - Financing sustainable projects - Carbon markets and green financing - Business Risks & Opportunities in Sustainability - Identifying sustainability risks - Opportunities for competitive advantage - Measuring the Financial Impact of Sustainability - ESG integration in financial statements - Return on investment (ROI) for sustainability initiatives

Module 5: Sustainable Product, Operations & Marketing

14 Hours

Sustainable Product Innovation - Designing eco-friendly products and services - Life cycle assessment (LCA) in product development - Role of sustainable design in consumer behavior - Sustainable Supply Chain & Logistics - Ethical sourcing and sustainable procurement - Supply chain transparency and risk management - Sustainable Business Operations - Waste management, energy efficiency, and water conservation - Strategies for reducing operational costs through sustainability

Sustainable Marketing & Consumer Behavior - Communicating sustainability to customers - Greenwashing: How to avoid misleading sustainability claims - Digital Transformation for Sustainability - Role of AI and IoT in sustainable business practices - Technology-driven sustainability solutions

Sustainable Packaging & Waste Reduction - Innovations in packaging - Regulations and consumer preferences - Renewable Energy Solutions for Businesses - Transitioning to renewable energy sources - Cost-benefit analysis of renewable energy adoption

Module 6: Regulations, Policies & Compliance

10 Hours

Global Sustainability Policies & Compliance - UN Sustainable Development Goals (SDGs) - Paris Agreement and climate action policies - Industry-Specific Sustainability Regulations - Regulations in manufacturing, retail, technology, and finance - Local and international compliance requirements - CSR Reporting and Sustainability Disclosure - Frameworks for sustainability reporting - Preparing sustainability reports - Ethics and Corporate Governance - Ethical dilemmas in sustainable business - Decision-making frameworks for sustainability

Course Outcome:

1. Identify the sustainable business practices, integrating environmental, social, and governance (ESG) considerations into business strategy.
2. Analyse various tools and techniques to innovate and redesign business models, such as the Circular Economy Business Model Tool, the Sustainable Business Model Canvas, and other sustainability innovation frameworks.
3. Integrate ESG principles can enhance business sustainability, mitigate risks, and drive value creation.
4. Demonstrate the role of financial institutions in financing sustainability initiatives, including supporting projects that promote environmental and social goals.
5. Implement sustainability in product development, operations management, and marketing strategies.
6. Explore the importance of various international frameworks in shaping national and corporate sustainability efforts.

Skill Development Activities:

1. Develop a sustainability strategy for a business looking to enter a competitive market.
2. Students will analyze a case study of a company and assess its sustainability practices using the **Triple Bottom Line (TBL)** framework.
3. Redesign a product or service using **circular economy principles**. They will consider resource optimization, waste reduction, and product lifecycle, and create a model for sustainability.
4. Participate in a simulated **carbon credit** trading exercise where they buy and sell carbon credits based on market prices.
5. Create a map of a sustainable supply chain for a specific industry, highlighting ethical sourcing, fair trade practices, and transparency.

Reference Books:

1. Integrating Corporate Sustainability: Handbook for Understanding and Implementing Sustainability in any Business – Dr. Charu Jain, Notion Press, 2022.
2. Sustainable Business Development: Inventing the Future Through Strategy, Innovation, and Leadership – David L Rainey, 2010, Cambridge University Press.
3. Foundations of Sustainable Business: Theory, Function, and Strategy – Dr. Nada R Sanders and John D Wood, 2019, John Wiley and Sons.
4. Sustainable Business – Challenges of the 21st Century, Springer International Publications, Manuel Fischer, Daniel Foord, Jan Frecè, Kirsten Hillebrand, Ingrid Kissling-Näf, Rahel Meili, Marie Peskova, David Risi, René Schmidpeter, Tobias Stucki.
5. “The Business Guide to Sustainability: Practical Strategies and Tools for Organizations” by Darcy Hitchcock and Marsha Willard.
6. “Sustainable Business: Concepts, Methodologies, Tools, and Applications” by Management Association, Information Resources.

CH 21 DC 803: FINANCIAL RISK MANAGEMENT

Course Objectives:

By the end of this course, students will be able to:

- Understand key concepts and types of financial risks, including market risk, credit risk, operational risk, liquidity risk, and investment risk.
- Develop a systematic approach to measuring and managing financial risks.
- Explore the role of risk management in financial institutions and corporate settings.
- Evaluate various risk mitigation strategies and regulatory frameworks.
- Analyze real-world case studies and contemporary issues affecting global financial markets.

Module 1: Market Risk Management

10 hours

Introduction to market risk - Market risk measurement tools: Value at Risk (VaR), Conditional Value at Risk (CVaR), Historical simulation and Monte Carlo methods - Stress testing and scenario analysis - Regulatory frameworks for market risk management (Basel Accords)

Module 2: Credit Risk Management

10 hours

Credit risk and default probabilities - Credit risk modeling techniques - Credit scoring models: Credit Value at Risk (CVaR), Structural and reduced-form credit models - Credit derivatives and credit risk mitigation strategies, Basel regulations on credit risk management

Module 3: Operational Risk and Financial Resiliency

10 hours

Operational risk in financial institutions - Key risk indicators (KRIs) and operational risk assessment - Managing cyber risk, fraud risk, and compliance risk - Business continuity planning and crisis management - Case study analysis on operational risk failures

Module 4: Liquidity and Treasury Risk Management

10 hours

Liquidity risk in financial institutions - Importance - Liquidity risk measurement tools: Liquidity coverage ratio (LCR), Net stable funding ratio (NSFR), Cash flow gap analysis - Treasury risk management in banks and corporations - Role of central banks and regulatory interventions.

Module 5: Risk and Investment Management

12 hours

Investment risk and portfolio risk - Risk-adjusted performance measures: Sharpe ratio, Sortino ratio, Treynor ratio - Asset allocation strategies for risk management - Role of derivatives in hedging investment risk

Module 6: Current Issues in Financial Markets

8 hours

Recent financial crisis and their impact on risk management - Emerging risks: climate risk, geopolitical risk, and cyber risk - Role of fintech and AI in financial risk management - Regulatory updates and global financial stability concerns

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Identify and explain various financial risks and their impact on businesses and financial institutions.
2. Apply quantitative and qualitative methods to measure and manage financial risks.
3. Assess market risk through techniques such as Value at Risk (VaR) and stress testing.
4. Evaluate credit risk using models such as Credit Value at Risk (CVaR) and credit scoring techniques.
5. Examine operational risk and strategies for building financial resiliency.

6. Analyze liquidity and treasury risk management practices in corporate finance and banking.
7. Develop risk-aware investment strategies and assess portfolio risk management techniques.
8. Interpret current financial market trends and regulatory developments in risk management.

Reference Books:

1. "The Essentials of Risk Management" by Michel Crouhy, Dan Galai, and Robert Mark
2. "Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS" by Bart Baesens
3. "Liquidity Risk Management: A Practitioner's Perspective" by Shyam Venkat and Stephen Baird
4. "The Handbook of Financial Risk Management" by Thierry Roncalli

CH 21 VE 801: Modelling with Artificial Intelligence [VEC]

Course Objectives:

- Provide an overview of Artificial Intelligence and its working
- Introduce students to the syntax of pandas and its application in developing AI models
- Introduce students to various supervised machine learning techniques and algorithms

Module 1: Introduction to AI

15 Hours

-What is AI - Components of AI - Introduction to ML - Types of ML - Influence of AI-ML on Business - how to get started on AI - A typical AI & ML process -Introduction to some contemporary popular AI frameworks e.g. Deep Learning, Reinforcement Learning, NLP, Computer Vision, Gen AI, GAN etc.

Module 2 : Introduction to Pandas

15 Hours

Introduction to the syntax of Pandas -Data handling, Updating and deleting data in a dataframe -Common functionalities e.g. info, describe, value counts etc -Data cleaning and Treatment -Basic statistical analysis e.g. correlation etc.

Module 3: Supervised Learning

15 Hours

Supervised Machine Learning – Basics of linear regression - Working with simple linear regression - Principles of Decision trees - Building Decision trees - Cart, C5.0 and CHAID trees - Prediction by decision trees - Applications of Decision Trees.

Course Outcomes:

- Understand the exact implication and scope of Artificial Intelligence
- Develop the ability to clean and treat tabular dataset using pandas
- Apply basic Supervised Machine Learning algorithms to perform predictive analysis.

Elective Papers - VII Semester
A. Marketing Elective Papers:
Paper 1
CH 21 DEMK 701: INTERNATIONAL MARKETING

Course Objective:

This course equips students with comprehensive knowledge and skills in international marketing management. It covers various aspects, including the steps involved in the international marketing management process within the framework of E.P.R.G. It delves into understanding the international marketing environment, segmentation, and factors influencing consumer buying behavior. Students analyze and compare International Product and Pricing Strategies adopted by selected MNCs and develop proficiency in devising international promotion mix and distribution channels for hypothetical or real MNCs. Additionally, the course explores the applicability and implications of recent trends in international marketing on global markets, providing students with a holistic understanding of the subject.

Module 1: Introduction to International Marketing

8 Hours

Meaning, nature and importance of international marketing- International marketing orientation-EPRG Framework- The International Marketing Management Process- International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture, Merger and Acquisition, Franchising, Wholly Owned Subsidiaries Aboard, Strategic Alliances – International marketing research- Instruments of trade policy- Tariff and non-tariff barriers – TRIPS and TRIMS-Countertrade.

Module 2: International Marketing Environment and Segmentation

8 Hours

International Marketing Environment- PESTEL Analysis International Market Segmentation and Positioning Screening and Selection of Markets.

Module 3: International Consumer Behavior and Socio-Cultural Influences

10 Hours

Consumer behavior across international borders- Factors affecting global consumer behaviour-Socio-Cultural influences: meaning, characteristics, forms, Issues of cross cultural segments- Hofstede's cultural typology.

Module 4: International Product and Pricing Strategies

12 Hours

Product Designing: Standardization Vs. Adaptation Managing product lines- International Product Life Cycle New Product Development- Pricing for international markets Factors affecting international price determination- Price quotations - Terms of sale: INCOTERMS.

Module 5: International Distribution and Promotion Distribution

12 Hours

Channel Strategy – International Distribution Channels- Roles and Functions-Selection and Management of Overseas Agents-International Distribution Logistics Planning for Trade Fairs and Exhibitions - International Retailing –Retail formats- Issues of international retailing in different markets- International Promotion Strategies-Integrated Marketing Communication in globalization.

Module 6: Emerging Trends in International Marketing

10 Hours

Sustainable marketing- Cause related marketing-E-tailing: Types of E-tailers, benefits- Emergence and growth of E-Tailing in India- Online marketing in global markets-Digital marketing- Social media marketing-Sustainable Marketing.

Books For Reference:

1. Keegan, Warren J. (7th Edition). Global Marketing Management. Pearson Education , New Delhi.
2. Cateora, Philip R. and Graham John L. International Marketing. Tata McGraw-Hill Edition.
3. Dana-Nicoleta Lascu, International Marketing, Britantra.
4. Varshney, R. L. and Bhattacharya, B. International Marketing: An Indian Perspective. Sultan Chand, New Delhi.
5. Francis Cherunilam, International Marketing, Himalaya Publishing House.

B. Finance Elective:
Paper 1
CH 21 DEFN 701: Behavioural Finance

Course Objectives

By the end of this course, students will be able to:

- Understand key principles of traditional finance, including risk and return, market efficiency, and portfolio theory.
- Identify the core assumptions of traditional finance and their limitations.
- Explore behavioural finance concepts such as heuristics, biases, and emotions in financial decision-making.
- Analyze how psychological factors impact financial markets, investment decisions, and corporate behaviour.
- Examine real-world case studies illustrating behavioural finance principles.

Module 1: Introduction to Finance

6 hours

Definition and scope of Finance- Overview of financial decision-making. Introduction to Traditional Finance and Behavioural Finance – Nature, scope, objectives, and Application; Investment Decision Cycle: Traditional vs. behavioural Finance: Key differences vs. bounded rationality in Finance.

Module 2: Foundation of Behavioural Finance

10 hours

Meaning, concept, scope, and the emergence of behavioural finance- Challenges to EMH. Prospect Theory-Key contributors of Daniel Kahneman, Amos Tversky, Richard Thaler. The role of psychological biases affecting Financial Decisions- Limits to Arbitrage and Investor Irrationality.

Module 3: Psychological Biases and Heuristics

10 hours

Cognitive biases and Emotional Biases: Overconfidence, anchoring, confirmation bias- Heuristics: Representativeness, availability, Loss aversion, and affect heuristics-Impact of emotions and framing on financial choices.

Module 4: Emotions and Decision-making

12 hours

Experimental measurement of risk-related behaviour –Measuring Risk -Emotional mechanisms in modulating risk-taking attitude–Neurophysiology of risk-taking– Personality traits and risk attitudes in different domains. Market Anomalies and Behavioral Explanations-Bubbles and Crashes: Behavioural Perspectives-Momentum and Overreaction in Stock markets-Role of Noise Traders and Sentiment Analysis

Module 5: Behavioural Corporate Finance

14 hours

Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. A systematic approach to using behavioural factors in corporate decision-making.

Module 6: External Factors and Investor Behaviour

8 hours

Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

Case Studies in Behavioural Finance

- 2008 Financial Crisis: Subprime mortgage crisis and investor irrationality.
- GameStop Short Squeeze (2021): Retail investor herding and FOMO trading.
- Cryptocurrency Booms & Busts: Behavioural explanations for Bitcoin volatility.
- COVID-19 Market Reactions: Panic selling and irrational exuberance.

Each case study will be discussed in the context of financial distress and the impact of behavioural biases on decision-making.

Reference Books:

1. Behavioral Finance: Psychology, Decision-Making, and Markets by Lucy Ackert and Richard Deaves
2. Advances in Behavioral Finance (Volumes 1 & 2) edited by Richard H. Thaler
3. Animal Spirits: How Human Psychology Drives the Economy, and Why It Matters for Global Capitalism by George A. Akerlof and Robert J. Shiller
4. Behavioral Corporate Finance by Hersh Shefrin
5. Handbook of Behavioral Economics: Applications and Foundations by B. Douglas Bernheim, Stefano DellaVigna, and David Laibson

VIII Semester
A. Marketing Electives
Paper 2
CH 21 DEMK 802: Strategic Brand Management

Course Objective:

The course aims to introduce the concept of strategic brand management, explore the process of customer-based brand equity (CBBE), examine the elements that contribute to building a brand, understand the methodologies and techniques for managing and measuring brand equity, understand how to design and sustain long-term branding strategies and examine global branding strategies and luxury brand management.

Unit-1: Introduction to Brand Management

10 Hours

Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands.

Unit-2: Customer Based Brand Equity

10 Hours

Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.

Unit-3: Brand Elements

10 Hours

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the Leverage Process.

Unit-4: Brand Value chain

10 Hours

Designing Brand Tracking studies, Establishing brand Equity Management Systems. Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketingbased comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.

Unit-5: Designing and sustaining branding strategies

10 Hours

Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Unit – 6: Global Branding Strategies

10 Hours

Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favouring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.

Course Outcomes

By the end of this course, students will be able to:

1. Explain the fundamental concepts of brand management
2. Apply the principles of customer-based brand equity (CBBE)
3. Design and evaluate brand identity and positioning strategies
4. Identify and utilize key brand elements
5. Evaluate brand equity using various methods
6. Create and implement effective branding strategies

Recommended Books:

- Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Pearson Education – Kevin Lane Keller.
- **Kotler, P., & Keller, K. L. (2016).** *Marketing management* (15th ed.). Pearson.
- Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
- Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India.

Paper 3
CH 21 DEMK 803: Supply Chain Management

Course Objective:

The course aims to introduce the fundamental concepts of Supply Chain Management, explore the dynamics and processes involved in SCM, analyze the strategic importance of supply chain network design, understand the demand management process and forecasting techniques, examine supply chain planning, implementation, and order processing and develop an understanding of supply chain strategies.

Module 1: Introduction to Supply Chain Management

Meaning-Importance-Objective- Evolution of SCM- Supply chain dynamics-Process Overview: cycle view and push and pull view-Process tools- - Model of SCM-Focus areas in SCM- SCM Drivers -Components of flow of supply chain: transport, warehouse, sourcing and procurement, returns, post-sale services, - Value Chain-Porter's Value Chain- Reverse supply chain management.

Module 2: Supply Chain Network Design and Demand Management

SCM Network design- Integrated SCM Planning- Strategic Importance of Logistics and SCM network planning- Factors influencing network design decisions- Major Locational determinants: Framework, Design and Functions- Types and Functions of Distribution Channel- Channel Relationships.

Demand management- Meaning-Demand management process- Role of forecasting and production- Nature of forecasting- Basic approach to demand forecasting- collaborative planning, forecasting and replenishment (CPFR)-Demand forecasting methods.

Module 3: Supply Chain Planning, Implementation and Order Processing

Aggregate planning in a supply chain- Aggregate planning strategies- Planning supply and demand in a supply chain- Planning and managing inventories in a supply chain- Planning for optimal level of product availability- Sourcing management- Strategic sourcing management-The customer order cycle-Order management system- Order and replenishment cycles- Order processing categories- The logistics information system,-The order management system- The warehouse management system- The transportation management system.

Module 4: Supply Chain Strategies

Supply chain strategies- Strategy classification- Corporate strategy- Logistics strategies, Strategic fit- Supply chain strategy framework- Supply chain relationships-Customer relationship management- Supply chain integration- Pull and Push systems- Demand driven strategies- Distribution strategies- Centralised control strategy versus decentralized control strategy.

Module 5: Location and Transportation Strategy in Supply Chain

Location in supply chain-Major locational determinants- Single facility versus multi facility location -location problems, -Methods of evaluating location alternatives- transportation in supply chain- Traffic and transportation strategy-Carrier selection decision- Intermodel transportation- Transport documentation in International and Domestic transportation - Transportation management strategy- Transportation Management System (TMS).

Module 6: Recent Developments in Supply Chain Management

Benchmarking -Reengineering- Continuous replenishment -Virtual SCM - Agile SCM- Lean SCM-Green SCM.

Course Outcomes

By the end of this course, students will be able to:

1. Understand the fundamental concepts of Supply Chain Management
2. Analyze the dynamics and processes of supply chains
3. Design and optimize supply chain networks
4. Implement demand management and forecasting techniques
5. Manage supply chain planning, implementation, and order processing
6. Formulate and implement supply chain strategies

Reference Books:

1. K. Shridhara Bhat, Supply Chain Management, Himalaya Publishing House, Latest Edition.
2. Sunil Chopra, Peter Meindl, Dharam Vir Kalra Supply Chain Management – Strategy, Planning and Operation, Pearson Latest Edition.
3. **Chopra, S., & Meindl, P. (2019).** *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson.
4. **Harland, C. M. (2005).** *Supply chain management: A strategic perspective*. Pearson Education.
5. **Hugos, M. H. (2018).** *Essentials of supply chain management* (4th ed.). Wiley.
6. **Ballou, R. H. (2007).** *The logistics of supply chain management* (3rd ed.). Pearson Prentice Hall.
7. **Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2008).** *Designing and managing the supply chain: Concepts, strategies, and case studies* (3rd ed.). McGraw-Hill.
8. **Christopher, M. (2016).** *Logistics & supply chain management* (5th ed.). Pearson.

A. Finance Elective:
Paper 2
CH 21 DEFN 802: Financial Derivatives

Course Objectives:

- To understand the fundamental concepts and types of derivatives.
- To apply derivatives for risk management and trading strategies.
- To analyze and evaluate derivative pricing models.
- To develop skills in using derivatives for hedging and speculative purposes.
- To comprehend the regulatory and ethical aspects of derivatives trading.
- To enhance problem-solving abilities through case studies and practical applications.

Modules 1: Introduction to Derivatives

6 hours

Basic concepts and definitions-Importance of Derivatives in Financial Markets (Risk management and hedging/Price discovery/Speculation opportunities/Market efficiency improvement); Types of derivatives: forwards, futures, options, swaps; Market participants and their roles (meaning, definition features).

Module 2: Forwards and Futures

10 hours

Pricing and valuation models- Forward Contract Pricing (simple problems)-Futures Contract Pricing (problems); Hedging strategies using forwards and futures (Long Hedge (Buying Futures to Hedge a Future Purchase), Short Hedge (Selling Futures to Hedge a Future Sale), Basis Risk in Futures Hedging); Risk management techniques (Market Risk Management, Credit Risk Management, Liquidity and Operational Risk)

Module 3: Options

12 hours

Meaning-definition- types of Options- pay off in options- moneyness in options (In-the-Money, At-the-Money, Out- of -the-money) Basic and advanced- Buying Call Options (Long Call), Buying Put Options (Long Put), Protective Put); Option pricing models: Black-Scholes model, binomial model; Exotic options and their applications (basics meaning and different types).

Module 4: Swaps

14 hours

Meaning, importance of swaps, types of swaps: interest rate swaps (Plain Vanilla Swap, Basis Swap), currency swaps (Fixed-for-Fixed Currency Swap, Fixed-for-Floating Currency Swap, commodity swaps (Index-Based Swap); Valuation methods for swaps (problems on both interest and currency swaps); Applications in risk management and trading (Hedging Interest Rate Risk, Managing Foreign Exchange Risk, Protecting Against Commodity Price Risk). Theory only.

Module 5: Risk Management with Derivatives

10 Hours

Role of derivatives in risk management (Hedging Against Price Volatility-Reducing Interest Rate and Currency Risks-Credit Risk Management); Hedging techniques: delta hedging, gamma hedging (basic problems); Managing market, Credit, and Operational risks (strategies on all three risks-Theory only).

Module 6: Regulation and Ethics

8 hours

Regulatory framework for derivatives- Regulatory Body in India -Reserve Bank of India (RBI) & Security Exchange Board of India (SEBI)- key roles and responsibilities; Ethical considerations in derivatives trading- Market Manipulation-Excessive Speculation and Systemic Risk; Case studies and real-world examples- The LIBOR Manipulation Scandal

(2012), The 2008 Financial Crisis & Credit Default Swaps (CDS). Basic understanding on the cases.

Course Outcomes:

By the end of this course, students will be able to:

- Describe various types of derivatives and their characteristics.
- Apply derivative pricing models to value different types of derivatives.
- Design and implement hedging strategies using forwards, futures, options, and swaps.
- Evaluate the role of derivatives in managing financial risks.
- Analyze real-world scenarios to make informed decisions in derivatives trading.
- Demonstrate knowledge of regulatory requirements and ethical considerations in derivatives markets.

Reference Books:

1. "Options, Futures, and Other Derivatives" by John C. Hull
2. "Derivatives Markets" by Robert L. McDonald
3. "The Complete Guide to Option Pricing Formulas" by Espen Gaarder Haug
4. "Interest Rate Swaps and Other Derivatives" by Howard Corb
5. "Financial Derivatives: Pricing, Applications, and Mathematics" by Jamil Baz and George Chacko

Paper 3
CH 21 DEFN 803: Foreign Exchange Management:

Course Objectives

The course aims to understand the basic concepts of the foreign exchange (FOREX) market, explore the characteristics and functions of the foreign exchange market, examine foreign exchange risk management strategies, learn the techniques for forecasting foreign exchange rates, study the management of foreign exchange exposure and understand the specific foreign exchange management practices in India

Module 1: Basic Concepts in Forex Market:

6 hours

Foreign Exchange, concepts, the significance of foreign exchange- Exchange rates- inter banks and Merchant rates- spot and forward rates- Telegraphic Transfer (TT) rates--FOREX Markets – derivatives in the FOREX markets- Futures, Swaps, Options, and Arbitrage- Forex dealers and Speculators Organisations of the FOREX market.

Module 2: Foreign Exchange Market:

10 hours

Characteristics, Functions, and Structure of Forex Markets-Foreign exchange market participants- Types of transactions and Settlements Dates-Exchange rate quotations-Determination of Exchange rates in Spot markets- Exchange rates determinations in Forward markets- Exchange rate behaviour- Cross Rates, Bid, Ask, Spread. Overview of international money markets (Theory & Problems).

Module 3: Foreign Exchange Risk Management:

12 hours

Foreign exchange risk and its types (transaction risk, translation risk & economic risk) - Hedging against foreign exchange exposure – Forward Market- Forward contract vs. future contracts- Futures Market- Options Market (call option, put option, American option, European option & Asian option) (Theory only) - Currency Swaps-Interest Rate Swap-problems on both two-way and three-way swaps. Overview of the international stock market (Theory & Problems).

Module 4: Forecasting Foreign Exchange Rate:

12 hours

International Parity Relationships- Measuring exchange rate movements-Exchange rate equilibrium -Factors affecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity (IRP), Purchasing Power Parity Theory (PPP) & International Fisher Effects (IFE) - Comparison of IRP, PPP and IFE. Arbitrage-Types of Arbitrages – locational, triangular, and covered interest arbitrage. (Theory & Problems).

Module 5: Foreign Exchange Exposure:

12 hours

Management of Transaction exposure, Translation exposure, Economic exposure, Political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept-Factors affecting international capital budgeting- International budgeting partnership- Inputs for international capital budgeting- Evaluation of a project for international capital budgeting (Theory only).

Module 6: FOREX Management in India:

8 hours

Fixed and fluctuating rates- rupee convertibility- NOSTRO-VOSTRO-LORO Accounts-Exchange control Measures- relevance- Foreign Exchange reserves of India- composition and Management- monetary and Fiscal policy and its impact on foreign exchange reserves in India.

Course Outcomes

By the end of this course, students will be able to:

1. Define and explain fundamental foreign exchange concepts
2. Analyze the structure and functioning of the foreign exchange market
3. Apply risk management techniques for foreign exchange exposure
4. Forecast foreign exchange rate movements
5. Manage foreign exchange exposures effectively
6. Understand foreign exchange management in the context of India

Reference Books (in APA format)

1. **Krugman, P., Obstfeld, M., & Melitz, M. J. (2018).** *International Economics: Theory and Policy* (10th ed.). Pearson.
2. **Shapiro, A. C. (2019).** *Multinational Financial Management* (11th ed.). Wiley.
3. **Madura, J. (2016).** *International Financial Management* (13th ed.). Cengage Learning.
4. **Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2015).** *Multinational Business Finance* (14th ed.). Pearson.
5. **Sundaram, A. K., & Black, S. (2015).** *International Financial Management* (7th ed.). Prentice Hall.
6. **Reserve Bank of India (RBI). (2022).** *Annual Report on Foreign Exchange Management in India*.
7. **Pilbeam, K. (2013).** *International Finance* (4th ed.). Palgrave Macmillan.