

SEMESTER I

1.1 Accounting Conventions and Standards

Objective: To gain basic familiarity with legal requirements of accounting and presentation of financial information.

Level of knowledge expected: *Basic working knowledge only* .(Advanced treatment and problems should be omitted) (Only selected general standards included – emphasises the new Ind.AS- IFRS environment).

Module 1:

08 Hrs

Overview of Accounting Principles- concepts and conventions. Company financial statement- requirements of revised formats and contents of Schedule VI to the Companies Act for companies, highlight of special features of revised requirements and comparison with a real published financial statement of a company. Overview of relevance and nature of Accounting Standards, A brief discussion on XBRL

Module 2:

14 Hrs

Process and procedure of issue of Accounting Standards in India, Applicability criteria for adherence to accounting standards for corporate and non-corporate entities., - ICAI, NACAS, Ministry of Corporate Affairs, Basic features of GAAP and standards setting process in US and UK—US GAAP, UK GAAP. Concept of emerging IAS/ IFRS- its significance and requirement , India’s principle of “IFRS convergence”, overview of selected existing basic accounting standards in India- study of AS- 1, 2, 3, 4, 5, 6.

Module 3:

14 Hrs

Study of existing Accounting Standards: AS- 9, 10, 11, 15, 16, 19, 20,22, 26, 29.

Module 4:

14 Hrs

Overview of IAS/IFRS standards- converged “Ind AS” standards. IFRS/Ind AS 1 to 13.and others up to current standards.

Module 5:

10 Hrs

Easy exercises and problems of application of above-mentioned standards to financial information. , Comparison of Indian and US GAAP with basic illustrations, IFRS environment.

Suggested text books and reference manuals:

1. A Practical Guide to Revised Schedule VI, (second edition) Dr. Sanjeev Singhal and R. Sankaraiah- CCH Wolters Kluwer Business Publication.
2. Students' Guide to Accounting Standards- by DS Rawat, (23rd edition), Taxmann Publications.
3. A comprehensive guide to Accounting Standards- by Dr. Sanjeev Singhal, (16th edition), CCH Wolters Kluwer Business Publication.
4. First Lessons in IFRS,- Beginners' Guide, (second edition), by M.P.Vijayakumar, Snowwhite Publications.
5. Accounting theory, An Introduction, by LS Porwal, Tata Macgrawhill publication.
6. First Lesons in Accounting Standards- (13th edition 2013), M.P.Vijayakumar, Snowwhite Publications.
7. Roadmap to IFRS And Indian Accounting Standards- (2013 edition), Shibarama Tripathy- Commercial Law Publishers (India) Pvt Ltd.

1.2 Managing People and Organizations

Objectives:

1. To enable students gain knowledge about concepts, principles and practices relating to managing people in organizations
2. To enable the students use the knowledge in managing human resource better

Module 1:

10 Hrs

Introduction to Management - Nature of management, Principles, Functions of Management, Evolution of Management thoughts; Social responsibility and ethics in management; Organizational effectiveness - OB model.

Module 2:

12 Hrs

HRM – nature, scope; Human resource planning; Employee hiring; Training and development; Employee remuneration; Performance evaluation, Promotional Policies, Employee Benefits, Incentives

Module 3:

14 Hrs

Individual Behavior, Factors influencing Individual Behaviour, Personality traits, Individual Values in organizations, Motivation, Stress Management.

Module 4:

14 Hrs

Group dynamics and Team Work, Principles of Group Dynamics, Types of Groups, Stages of Group formation, Teams, Leadership, Power and politics, Conflicts and resolutions.

Module 5:

10 Hrs

Organizational Structure, Organisational Chart, Advantages of Organisational Chart, Organizational culture, Organizational change, Organizational Development, Functional Departments, Decentralisation and delegation of authority, advantages

Books for Reference:

1. Stoner, *Management*, Pearson Education
2. William Wether & Keith Davis, *Human Resource and Personnel Management*, Mc Graw Hill
3. Don Hellriegel, etal, *Organizational Behaviour*, South Western
4. Fred Luthans, *Organizational Behaviour*, Mc Graw Hill
5. Stephen P Robbins, *Organizational Behaviour*, Pearson Education
6. Aswathappa K, *Organizational Behaviour* , Himalaya Publishing House
7. Aswathappa K, *Human Resource and Personnel Management*, Tata McGraw Hill
8. A. D. Amar, *Managing Knowledge Workers*, Quest Publications

1.3 Macroeconomics for Business Decisions

Objectives:

1. To familiarize students with key macro economic variables and their behaviour and enable them to critically evaluate different economies
2. To enable students to integrate macroeconomic analysis into business decisions.

Module 1:

09 Hrs

Introduction to economics, macro economics, and its interface with business and industry

Resources and goals of an economic system, free market and mixed economy, National income-contribution through product and services, computation of national income and related aggregates, problems in computation of national income.

Module 2:

13 Hrs

Consumption, savings, investment, marginal propensity to consume, marginal propensity to save, multiplier, paradox of thrift, income and employment determination

Module 3:

18 Hrs

Money, Monetary system, role of credit, financial intermediaries- Commercial Banks, NBFC's etc, level and structure of interest rates – interest and macroeconomic equilibrium, central bank, monetary management and policy.

Fiscal Policy – Objectives, tools, fiscal variables and the public debt, co-ordination of monetary and fiscal policies

Module 4:

16 Hrs

Economic Growth, factors determining economic growth, growth models, capital output ratio, problems of growth

Policies towards economic stability, business cycle, inflation and deflation, control measures, conflicts between growth and stability

Module 5:

04 Hrs

Behavioral economics: Meaning, Scope of Behavioral Economics, Importance and its application in Business.

Books for Reference:

1. Gupta G.S – *Macroeconomic theory* – Tata McGraw Hill publications
2. Samuelson, Paul – *Economics*, Tata McGraw Hill publications
3. Dornbush R & Fisher S – *Macroeconomics* - Tata McGraw Hill publications
4. Blanchard O J Stanley & Fisher S – *Lectures on Macro Economics* - Tata McGraw Hill publications
5. Dwivedi D N – *Managerial Economics* – Vikas Publications
6. J.K.Bhagawathi – *Economics of Underdeveloped countries* – All India Traveler Book seller Publishing company
7. A.K.Agarwall – *Indian Economics –Problems of development and planning* – D.K.Publishers
8. V.K.R.V.Rao- *National Income of India* – 1950 to 1980 Sage Publishers
9. Bimal Jalan – *India's Economic Crisis* – Oxford, IBM
10. Rangarajan C – *Principles of Macro economics*, - Tata Mc Graw Hill Pub Co
11. Vaish M C – *Macro Economic Theory* – Willey Eastern
12. Colin F. Camerer, George Loewenstein, Matthew Rabin - *Advances in Behavioral Economics*
13. Jha R – *Contemporary Macroeconomic Theory and Policy*
14. Schultze C L – *National Income Analysis*
15. Brahmananda P R & V R Panchamukhi- Development Process of Indian Economy Survey
16. (Various issues) – Ministry of Finance Government of India Publications, New Delhi
17. Sheth M.L. – *Macroeconomic Theory* – S.Chand , New Delhi
18. Bhole L M –*Financial Institutions and Markets* – Tata MaGraw Hill

1.4 Managerial Finance

Objectives:

1. To impart knowledge in advanced techniques of Financial Management
2. To enable the students to apply the techniques in financial decision making

Module 1:

10 Hrs

The finance function: its nature and importance, goals of financial management – financial environment, changing role of financial management, Sources of long term finance, ownership securities, creditor ship securities, convertible- options and warrants, marketing of securities and SEBI guidelines, Euro issues.

Module 2:

16 Hrs

Financing decisions: measures of leverage, effects of leverage. EBIT-EPS analysis, capital structure theories, capital structure planning and factors effecting capital structure decisions, cost of capital (including cost of equity, preference capital and debt), specific cost of capital, overall cost of capital(weighted average cost of capital), marginal cost of capital

Dividend decision – relevance and irrelevance theories – types of dividend policies, behavioral models of dividend policy, signaling theory, clientele effects, factors influencing dividend policy, corporate dividend practices in India

Module 3:

16 Hrs

Investment decision: Capital budgeting and its importance in decision making, estimating cash flows, techniques of investment appraisal – NPV, IRR, problem of multiple IRR's extended yield – discounted payback, discounted cash flow, equation of Value, measurement of risk- systematic and unsystematic risk analysis, evaluation of risky projects, multi-period probabilistic analysis – decision tree analysis, sensitivity analysis

Module 4:

10 Hrs

Working Capital Management, planning, control and policy, management of various components of Cash receivables and inventory, financing of working capital

Module 5:

08 Hrs

Corporate Financial Policy – Shareholder value creation – Interface of Financial policy and Strategic Management – Financial Goals and Systems

Books for Reference:

1. Weston and Brigham, *Essentials of Managerial Finance*, The Drydon Press
2. James Vanhorne, *Fundamentals of Financial Management*, Prentice Hall Inc
3. John Hampton, *Financial Decision Making concepts, Problems and Cases*, Prentice Hall of India Ltd
4. Schall and Haley, *Financial management*, Mc Graw Hill, New York
5. Brealy and Myers, *Principles of Corporate Finance*, McGraw Hill, New York
6. Prasanna Chandra, *Financial Management Theory and Practice*, Tata McGraw Hill
7. Khan and Jain, *Financial Management*, Tata McGraw Hill
8. I.M.Pandey, *Financial Management*, Vikas Publishing House
9. S.C.Kuchal, *Financial Management*, Chitanya Publishers, Allahabad
10. Chakraborty & Others, *Financial Management& Control*, Mc Millan India Ltd.

1.5 Quantitative Techniques for Accounting and Finance

Objectives:

1. To impart knowledge in concepts and tools of OR and QT
2. To make students apply these in managerial decision making

Module 1:

12 Hrs

Geometric progression, mathematics of Finance, Compound interest- nominal and effective rates, Linear Programming, problem, formulation, graphical method and simplex method of solution, product mix problems, other managerial applications

Module 2:

16 Hrs

Probability –random experiment, out comes, events operations on events, Basic Rules, conditional and joint probabilities Bayes’ Theorem and applications, random variables, probability distribution, expected value, variance, Standard Deviation, Well known Probability distributions- Discrete and Continuous-Binomial, Poisson & Normal distribution, risk analysis in Capital – budgeting.

Module 3:

18 Hrs

Network analysis, PERT, CPM- drawing the network activity times, event times, critical path, total and free slack-time-cost trade-off and crashing

Inventory Models, EOQ model, sensitivity analysis, model with one price break, inventory control systems in practice.

Module 4:

14 Hrs

Decision making under uncertainty, different decision criteria, decision trees Simulation, model building, the process, problems with special reference to inventory and financial management

Books for Reference:

1. Srivastava V K etal – *Quantitative Techniques for Managerial Decision Making*, Wiley Eastern Ltd
2. Richard, I Levin and Charles A Kirkpatrick – *Quantitative Approaches to Management*, McGraw Hill, Kogakusha ltd
3. Budnik, Frank S Dennis Mcleavey, Richard Mojena- *Principles of Operations Research*- AIT BS New Delhi
4. Sharma J K, *Operations Research theory and applications* – McMillan, New Delhi
5. Kalavathy S, - *Operations Research*- Vikas Publishing house
6. Gould F J – *Introduction to Management Science* – Englewood Cliffs N J Prentice Hall
7. Naray J K, *Operations Research, Theory and Applications*- McMillan, New Delhi
8. Taha Hamdy, *Operations Research*, Prentice Hall of India
9. Wagner H M, *Principles of Operations Research*, Prentice Hall of India

1.6 Financial Markets and Services

Objectives:

1. To make the student familiarize with the Financial services and markets in the Indian Financial System
2. To provide an understanding of working of Financial markets

Module 1:

10 Hrs

Nature and role of financial system, structure of financial system, equilibrium in financial markets, financial development (concepts), patterns of relationship between financial and economic development, effects of financial system on savings and investment.

Module 2:

18 Hrs

Introduction to Financial Markets, Call money Market, Treasury Bill market for Commercial paper and certification of deposit, government securities market, discount market, discount and finance house of India its role and functions. Primary & Secondary Markets, BSE, Sensex, SEBI Guidelines, Industrial securities market, stock market, OTCEI, NSE, NASDAQ, Markets for Futures, Options and other Derivatives

Module 3:

18 Hrs

Financial Services : Leasing, Factoring, Credit rating, Hire Purchase, Consumer Durables Financing, Merchant banking agencies, Underwriting, Funds Transfer, Acceptance, Stock Holding, Loan Syndication, Custodial service, Depository services, Venture Capital Finance

Module 4:

14 Hrs

Regulatory framework for financial markets and institutions, regulation v/s deregulation, role of reserve bank of India and its bank rate and open market operations policies, Interest rate structure, various theories, interest rate of India.

Books for Reference:

1. L.M. Bhole, *Financial Institutions and Markets*, Tata Mc Graw Hill, New Delhi
2. Bharati V. Pathak, *Indian Financial System*, Pearson
3. Edminister R.O., *Financial Institutions, Markets and Management*, Mc Graw Hill, New York 1986
4. Karkal G C, *Unorganized Money Markets in India*, Lalwani, Bombay
5. Khan M Y, *Indian Financial System*, Vikas
6. H R Machiraju, *Indian Financial System*, Vikas Publishing House
7. E Gorden & K Nataraj, *Financial Markets and Services*, Himalaya Publishing House
8. ICWA, *Financial Services*, ICAI Publication
9. G S Patel, *Capital Market, functioning and trends*, ICFAI Publication
10. J N Dhonkar, *A Treatise on Merchant Banking*, SkylarkPub, Delhi
11. Vindo Kothari, *Leasing, Hire purchase and Consumer Credit*, Wadhwa and Co
12. SEBI guidelines issued from time to time
13. K Sriram, *Handbook of Leasing, Hire Purchasing and Factor*, ICFAI Publications
14. Gledstone, *Venture Capital Investing*, NY, Prentice Hall
15. Smith P F, *Money and Financial Intermediation, The Theory and Structure of Financial Systems*, Prentice Hall, New Jersey

SEMESTER II

2.1 International Financial Reporting Standards

Objectives:

1. To provide an understanding to the students with regard to financial reporting practices and IFRS.
2. To develop skills in the students so as to apply them in bringing about harmonization in reporting.

Module 1:

08 Hrs

International accounting - meaning, its need in the context of increasing complexity and volume of transactions; Stages in the evolution of international accounting; International accounting organizations: IASB; Major international differences in financial reporting and their classifications - Need for harmonization in financial reporting standards.

Module 2:

12 Hrs

International Financial Reporting Standard (IFRS) - (concepts and issues), IFRS convergence - Need & Relevance; IFRS convergence – Benefits and Beneficiaries; Opportunities for India

Module 3:

15 Hrs

A study on International financial reporting standards broadly covering:

Revenue Recognition / Inventories / Earnings Per Share / Fair Value Measurement

Module 4:

15 Hrs

A study on International financial reporting standards broadly covering:

Foreign Currency / Income Taxes / Intangible Assets / Consolidation

Module 5:

10 Hrs

Global status of IFRS implementation

Status of IFRS implementation - India; MCA / ICAI pronouncements

IFRS implementation in India: Key Challenges

IFRS implementation in India: Way Forward

Books for Reference:

1. Accounting Standards converged with IFRSs by TP Ghosh and Srinivasan Anand. G (Taxmann Publications)
2. Understanding IFRSs by TP Ghosh (Taxmann Publications)
3. IFRSs simplified by TP Ghosh (Taxmann Publications)

2.2 Information Technology for Accounting and Finance

Objectives:

- 1.To familiarize students with aspects of business information systems and relevant information technology.
- 2.To develop skills to design and implement simple computer based business information systems.

Module 1:

14 Hrs

Introduction to operating system software, presentation software, spread sheet software range, formulas, functions, graphics, accounting software DBMS (concept of Data Base) FINNACLE, Tally.

Module 2:

16 Hrs

Information system in business – definition, operations support system, management support system, expert systems. Techniques of analyzing and using business information systems and financial information systems.

Module 3:

14 Hrs

Information technology – a managerial overview. E-commerce, growth options of e-commerce, expansion of trade and commerce, modern technologies of accounting and book keeping with the growth of information technology.

Module 4:

16 Hrs

Use of information technology in preparation of balance sheet, profit and loss account, cash flow statement, forex management, accounting standards, multi branch accounting, consolidation of accounts of foreign branches.

Books for reference

1. O'Brien James – *A Management Information System*, Tata Mc Graw Hill, New Delhi
2. Laudon and Laudon – *Management Information System*, Prentice Hall of India, New Delhi
3. Gordan B Davis – *Management Information Systems*, Mc Graw Hill International
4. Sadagopan S – *Management Information Sytems*, Prentice Hall of India
5. Martin J – *Management Information Systems*, Prentice Hall of India
6. Murthy CVS, *Management Information Systems*, Himalaya Publishing House
7. For Module 4, the teacher will decide the software of his/her choice and appropriate books.

2.3 Security Analysis and Portfolio Management

Objectives:

- 1) To enable the student to develop skills in analyzing various types of securities.
- 2) To make the student apply the knowledge of portfolio theory in portfolio management.

Module 1:

08 Hrs

Investment management, nature and scope, investment process, investment planning, ingredients of successful investment strategy, investment avenues, types of financial assets, components of investment risk

Module 2:

12 Hrs

Financial derivatives – stock futures, stock options, captions, swaptions, index futures, index options, option pricing models. Option valuation techniques : Binomial model, Black Scholes Option Pricing Model.

Module 3:

10 Hrs

Valuation of securities, risk and return, valuation of fixed income securities, market interest rates, valuation of warrants and convertibles, valuation of equity shares, earning multipliers, timing of purchase and sale of equity shares.

Module 4:

14 Hrs

Securities analysis, analysis of variable income securities, fundamental analysis, technical analysis, company analysis, evaluation of industry life cycle theory, security price movements, efficient market hypothesis, Random Walk

Module 5:

16 Hrs

Portfolio theory, Markowitz's graphical portfolio analysis, portfolio performance evaluation, Sharpe's portfolio performance measure, Treynor's portfolio performance measure, Jensen's investment performance measure, asset pricing theories, portfolio insurance, portfolio management for individual and institutions.

Books for Reference:

1. Donald E. Fischer and Ronald J. Jordon: *Security Analysis & Portfolio Management*, Prentice Hall.
2. Stanley S.C. Huang Maury Stall: *Investment Analysis and Management*, Allyn and Bacon Inc., Massachusetts.
3. Timothy E. Johnson: *Investment Principles*, Prentice Hall, New Jersey.
4. Jerome B. Cohen and Edward D. Zinbarg etal: *Investment Analysis and Portfolio Management*, Richard D. Irwon Ind., Illinois.
5. William F. Sharps: *Portfolio Theory and Capital Markets*, McGraw Hill, New York.
6. J.C. Francis: *Investment Analysis and Management*.
7. Haim Levy and Marshall Sarnat: *Portfolio and Investment Selection Theory and Practice*, Prentice Hall, International New Jersey.
8. Graham B. D. Dodd and S. Bolts: *Securities Analysis*, McGraw Hill, New York.
9. Pandiyan Punithavathy, *Securities Analysis & Portfolio Management*, Vikas Pub. House.
10. Fuller & Farrel, *Modern Investments and Security Analysis*, McGraw Hill International.
11. Strong R.A, *Portfolio Management Handbook*.
12. A. Brahmiah & P. Subba Rao, *Financial Futures and Options*, HPH.
13. Hampton John: *Modern Financial Theory, Perfect and Imperfect Markets*, Roston Publishing Co., New Delhi.
14. Singh Preeti, *Investment Management*, HPH.
15. Chandra Prasanna, *Managing Investments*, Tata McGraw Hill.
16. Punithavathy

2.4 Advanced Cost Management

Objective:

To expose the students to the external environment of business and to enable them to formulate strategies related to cost and pricing from a management standpoint.

Module 1:

12Hrs

Importance of analyzing and managing costs

Cost Management: areas of cost management, cost management and cost accounting, tools and techniques of cost management, role of cost accounting in strategic planning and management control.

Module 2:

10Hrs

Marginal Cost – marginal costing compared with absorption costing, contribution, breakeven analysis and profit volume graph. Cost Volume Profit Analysis – relevant cost, multiple scarce resource problems, decisions about alternatives such as make or buy, selection of products, etc.

Module 3:

14Hrs

Pricing decisions, product profitability decisions and cost management, major influences on pricing, product cost categories, costing and pricing approaches, cost plus pricing, target costing for target pricing, transfer prices and budgeting planning and control, multinational pricing market-based transfer prices, cost based transfer prices.

Module 4:

12Hrs

Activity based costing: inadequacies of traditional methods of overhead absorption, concept of ABC, Kaplan and Cooper's approach to ABC Cost drivers and cost pools, main activities and its cost drivers, allocation under ABC- Characteristics, steps, implementation and benefits of ABC.

Module – 5:

12Hrs

Life Cycle Costing – activities and phases in product life cycle, short product and extension of product life cycle, Turning point indices in product life cycle; Just in time approach: concept, philosophy of JIT, sources of waste, aims and objectives of JIT methodology in implementation of JIT, Limitations of JIT Costing Value Chain Analysis, TQM, Business process re-engineering.

Books for Reference:

1. Vashist and Saxena, *Advanced cost and management accounting - problems and solutions*, Sultan Chand and Sons
2. Colin Drury, *Management and Cost Accounting*, Thomson Learning
3. S N Maheshwari, *Problems and Solutions in Management accounting and financial management*, Sultan Chand and Sons.
4. S. K. R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
5. *Advanced Cost Management* by Jain and Narang
6. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
7. Roger Cowe, *Handbook of Management Accounting*, A Grower Handbook.
8. S. Mukherjee & A.P. Roychowdhury *Advanced Cost and Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
9. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
10. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
11. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
12. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.
13. Brown & Haward, Mac Donald, Evans, *Principles of Management Accountancy*, London.
14. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
15. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
16. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.

2.5 Asset Liability Management in Banks

Objective:

This course aims at developing necessary skills for applying the principles of financial analysis to management of funds by commercial banks and the insurance sector.

Module 1: **12Hrs**

Introduction: Emerging scenarios in Banking Industry – Significance of asset liability management – ALM guidelines in Indian Banks – ALM practice in Indian Banks. Asset liquidity – gap analysis – duration analysis – time value of money

Module 2: **10Hrs**

Types of risk (Anatomy of risk): liquidity risk – operational risk – credit risk – market risk – interest rate risk – commodity risk- exchange risk.

Module 3: **14Hrs**

Measuring and Monitoring risk: Risk scenario – interest rate sensitivity analysis – stress test analysis of macroeconomic environment (market conditions) – Behavioral pattern of low cost / term deposits – Forecasting interest rate scenario.

Module 4: **14Hrs**

Relevance and ALM practicality in Indian Banking scenario: Connectivity among RO/BO/HO- Sources of data – accuracy of data – reliability of data – procurement of appropriate software – special skill to monitor / measure risk.

Module 5: **10Hrs**

Funds transfer pricing and performance measurement.

Central funding unit concept – funds transfer pricing as on ALM tool – removal of interest risk from Business unit – various techniques of transfer pricing.

Books for Reference:

1. C. Arthur Williams, Jr. et al. *Risk Management and Insurance*, McGraw Hill International Edition.
2. NIBM Publications.
3. Machiraju H.R, *Modern Commercial Banking*, Vikas Publishing House.

2.6 Business Research Methods

Objective:

- 1) To familiarize students with concepts, tools and techniques of the methodology of business research.
- 2) To enable students to do a research / consultancy project in the fourth semester.

Module 1:

12 Hrs

Research: Meaning, Purpose, Scientific method, types of research; scope of business research.

Review of literature: need, purpose, notes taking.

Module 2:

14 Hrs

Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques

Research Design: Meaning, nature, process of preparation, components of research design

Module 3:

16 Hrs

Data: Sources of data, methods of collection; observation interviewing, mailing; tools for collection of data; interview schedule, interview guide, questionnaire, rating scale, socio-metry, check list; pre-testing of tools, pilot study.

Processing of data: checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation

Module 4:

18 Hrs

Analysis of data; Simple statistical techniques and their uses, testing of Hypothesis, Research Applications – market survey

Statistical tests: Chi square tests – test for goodness of fit and independence of attributes, Analysis of variance for one way and two way classification of data, Non parametric tests-sign test, run test, Wilcoxon sign rank test, Mann Whitney test and spearman's rank correlation test.

Report – Writing: Planning report writing work – target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report.

Books for Reference:

1. Moses, C.A. *Survey Methods in Social Investigation*.
2. Goode & Hatt, *Methods in Social Investigation*.
3. William Emory, *Business Research Methods*.
4. Vernon Colver & H.L. Balsleg, *Business Research Methods*.
5. Krishnaswamy O.R, *Methodology of Research in Social Sciences*, Himalya Publishing house.
6. Kothari C.R, *Methodoly of Research*, Vikas Publishing House.
7. K.R. Sharma, *Research Methodology*, National Publishers, Jaipur.
8. Wilkinson & Bhandarkar, *Methodology and Techniques of Social Research*.
9. Cooper D.R and P.S. Schindler, *Business Research Methods*, Tata McGraw Hill.

SEMESTER III

3.1. International Business

OBJECTIVES:

- To familiarize the students with the concepts, functions and practices of international business.
- To enable them to get global perspective on issues related to business.

Module 1:

12 Hrs

Nature of International Business (IB), Drivers of IB, IB and domestic business compared, Routes of globalization, players in International Business. Evolution of IB Theories of IB. Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage National Competitive Advantage, Environment of IB- Political, legal, technological, cultural, economic factors

Module 2:

12 Hrs

International Strategic Management – nature, process – scanning global environment – formulation of strategies – implementation of strategies – evaluation and control

Organizational designs of IB, factors affecting designs. Global product design, Global area design, Global functional design, International division structure

Module 3:

18 Hrs

International Human Resource Management (IHRM), IHRM and domestic HRM compared, Scope of IHRM, HR planning, Selection of expatriates Expat training Expat remuneration, Expat failures and ways of avoiding, Repatriation, Employee relation

International operations management Nature – operations management and competitive advantages, Strategic issues – sourcing v/s vertical integration, facilities location, strategic role of foreign plants, international logistics, managing service operations, managing technology transfers.

International Financial Management – Nature – Compared with domestic financial management, Scope – current assets management, managing foreign exchange risks, international taxation, international financing decision, international financial markets and international financial investment decisions.

International Financial Accounting – national differences in accounting, attempts to harmonise difference

Financing foreign trade – India's foreign trade, balance of trade and balance of payments, financing export trade and export trade, International Marketing – nature compared with domestic marketing, benefits from international marketing, Major activities – market assessment, product decisions, promotion decisions, pricing decisions, distribution decisions.

Module 4:**10 Hrs**

Integration between countries Levels of integration Impact of Integration. Regional trading blocks – EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, commodity agreements.

GATT, WTO – functions, structure, agreements, implications for India. International Strategic Alliances – Nature – Benefits Pitfalls, scope, managing alliances.

Module 5:**08 Hrs**

Cross- cultural management Multicultural manager Levels of culture – national, business, organizational, occupational Implications of cross – culture for IB. ethical issues in IB – social responsibility in IB.

Books for Reference:

1. Darrell Mahority, etal, *International Business*, Longman.
2. Charles W.L.Hill, *International Business*, Mcgraw – Hill.
3. Czinkota, etal, *Global Business*, Dryden Press.
4. John D.Daniels, etal, *International Business*, Pearson Education.
5. Don Ball and Wendell McCulloch, *International Business*, Mcgraw – Hill.
6. A.V. Vedipurishwar, *The Global CEO*, Vision Books.
7. Aswathappa.K., *International Business*, Tata Mcgraw Hill(In Press).
8. Subba Rao.P, *International Business* Tata Mcgraw Hill(In Press),HPH.
9. Francis Cherunilam, *International Business*, HPH.

3.2 . Indirect Taxes

Objective:

To familiarize the students with the indirect tax laws and to provide them with inputs on the practical and procedural laws that enable the administration of indirect taxes.

Module 1:

20 Hrs

Introduction: Special features of indirect tax levied

Central Excise and Salt Act 1944: nature of levy of excise duty, classification of excisable goods, price lists and their significance, valuation of excisable goods.

Clearance of excisable goods – procedure under physical control, compounded levy scheme and self – removal procedures, gate passess, personal ledger account and daily stock accounts.

Exemption from excise duty levies – nature and types of exemption notifications.

Procedure for clearance of samples, semi-finished goods and return and retention of duty paid goods. CENVAT, CENVAT on capital goods

Tariff item 68 – Significance of levy, exemption and clearance procedure

Set off of duties – meaning, schemes of set-off and details of procedure

Duty drawback claims eligibility, procedure and formalities for compliance

An overview of accounts, records and returns to be maintained/filed under the Act

Adjudication and appeals – detailed procedure before various excise authorities and the appellate tribunal – transfer pricing.

Module 2:

14 Hrs

Customs Act 1962: Details of procedure in relation to the levy, collection and exemption from customs duties – documents to be prepared and presented to customs authorities, valuation of goods, clearance of imported and exported goods procedure

Procedure in relation to transportation and warehousing

Drawback of customs duties paid, preparation and submission of drawback claim forms.

Module 3:

11 Hrs

Central Sales Tax Act 1954: Constitutional background of CST, inter-state trade and commerce restriction of powers of taxation on sales by state – liability of sales tax – inter-state sale -

occasions movement of goods, sale by transfer of documents, sale under CST – transaction which are not sales – persons liability of sales tax

Person liable to pay CST – exemptions of CST – sales outside the state – sale in course of import/export – declared goods, forms of declaration

General provisions relating to State VAT laws

Module 4:

10 Hrs

Service tax legislation: Taxable service categories (broad understanding of the taxable service tax categories) – detailed analysis not required, export of services, import of services, CENVAT.

Module 5:

05 Hrs

Indirect tax planning:

Sales tax/VAT – High sea sales,

Service tax – served from India scheme, other schemes

Excise – Location based incentives for ‘manufacture’, eg. Himachal Pradesh, Uttarakhand

Books for Reference:

1. L K Jain, *Central Excise Mannual*, Contay Publishers Pvt. Ltd.
2. D N Khole, B N Sharma et al, *Customs Tariff*, Census Publishers
3. Bare Acts of CST and KST
4. B K Ghargava, *Indirect Tax Laws*, Taxman Allied Services
5. Indirect Tax by Yogendra Bangar and Vandana Bangar (for CA final)
6. V S Datey, U K Bhargava , *Indirect Tax Law and Practice*
7. Income Tax and VAT by T N Manoharan (Snowwhite Publications)
8. Central Excise Guidelines and Procedures, Nabi Pub. New Delhi.
9. R K Jain, *Customs Law Manual* , ii) Central Excise Manual, iii) Cental Excise Law Guide, Contex Pub. New Delhi.
10. Arvind Data, *Guide to Central Excise – Law and Practive Vol. I*, Wadhwa and Co. Nagpur

11. Acharyaa Shuklendra, *Central Excise – Law, Practice and Procedure Vol. I & II*, Modern Law Publications, Allahabad
12. S P Bhatnagar, *Customs Law and Procedure*, Contex Pub. New Delhi
13. P L Malik, *Commentaries on Customs Act, 1962 with Rules and Notifications*, Eastern, Book Company, Lucknow
14. Jai Kr Jain and Anand Prakash, *Law of Control Sale Tax in India*, Anand Prakashan, Jaipaur.
15. Kokania, *Central Sales Tax Act*, Bharat Law House, Allahabad.

3.3 Forex Management

Objectives:

To enable the students to acquire skills in Forex management

Module 1

10 Hrs

The foreign exchange market, structure and organizations – mechanics of currency trading – types of transactions and settlement dates – exchange rate quotations and arbitrage – arbitrage with and without transaction costs – swaps and deposit markets – option forwards – forward swaps and swap positions – Interest rate parity theory

Module 2

12 Hrs

Currency and interest rate futures, future contracts, markets and trading process, future prices, spot and forward, hedging and speculation with currency futures – interest rate futures – foreign currency options – option pricing models – hedging with currency options – futures options - innovations

Module 3

8 Hrs

Exchange rate determination and forecasting – setting the equilibrium spot exchange rate – theories of exchange rate determination – exchange rate forecasting

Module 4

16 Hrs

Foreign exchange risk management – hedging, speculation and management of transaction exposure – using forward markets for hedging – hedging with money market, currency options and currency futures – internal hedging strategies – speculation in foreign exchange and money markets.

Module 5

14 Hrs

Management of interest rate exposure – nature and measurement – forward rate agreements (FRA's) interest rate options, Caps, floors and collars, cap and floors – options on interest rate futures, some recent innovations – financial swaps.

Books for Reference:

1. Shapiro Alan. C, *Multinational Financial Management*, Prentice Hall, New Delhi.
2. P G Apte, *International Finance Management*, Tata Mc Graw Hill, 3/e.
3. Mcrae T N and D P Walkar, *Foreign Exchange Management*, Prentice Hall
4. Evilt H E, *Manual of Foreign Exchange*
5. Holgate H C F, *Exchange Arithmetic*
6. Rajwade A V, *Foreign Exchange Risk Management*, Prentice Hall of India.

4.4. Financial Products – Engineering and Marketing

OBJECTIVES:

- To develop skills in students to identify and design innovative financial products.
- This course acquaints students with the tools and technique of marketing financial services.

Module 1

12 Hrs

Financial Services: Role, concept, nature and characteristics; Financial services marketing v/s goods marketing; Financial Services Marketing Triangle; Strategic financial services marketing planning – an overview. Marketing environment: Analysing financial services marketing environment – macro and micro components; understanding financial services customer; service quality - GAP model and quality dimensions.

Module 2:

14 Hrs

Market Segmentation and Positioning: Segmentation of financial services markets – need and bases; Market selection; Positioning of financial services: meaning and definition; need, process and bases; Marketing Mix Strategy Development and Project Planning; Need for expanded marketing mix; concept of financial product; Product levels; Major product decisions – branding and product mix decisions; Product life cycle and new product development; innovation, diffusion and adoption.

Module 3:

12 Hrs

Pricing, Promotion & Distribution Decisions: Price determination – factors, process and strategies; Promotion of financial products – communication process, promotion mix planning – advertising, personal selling, public relations and sales promotion; Distribution strategies and channel alternatives for financial products and services; Need for expanded marketing mix; Planning for Other Ps: Process planning – role of blueprinting; Matching of demand and supply; People employees and customers, their role and management; Managing physical evidence.

Module 4

10 Hrs

Financial Engineering – scope – tools of financial engineering – factors contributing to the growth of financial engineering – intrafirm factors – innovative products during the last two decades – product development – direction, design, testing and introduction – analysis of alternative investments.

Module – 5:

12 Hrs

Financial Futures and Forwards – swaps – single period options – calls and puts – multiperiod options – caps, floors, collars, caption and swaptions – hedging related risk management techniques – globalization and financial engineering – more recent developments.

.....

Books for Reference

1. Auerbach, Robert D: *Money, Banking & Financial Markets*, Macmillan publishing co., Newyork and Collier Macmillan publisher; London.
2. Avadhani. V.A: *Investment & Securities Market in India*, Himalaya publishing House, Bombay.
3. Gosney, John W & Thomas P.Boehm: *Customer Relationship Essentials*, Prentice Hall. New Delhi.
4. M.Y.Khan: *Indian Financial System Theory & Practice*; Vikas publishing Hose, New Delhi.
5. Mishkin, Frederics S: *The Economics of Money Banking & Financial Markets*, Harper Collins publisher, Newyork.
6. Payne, Adrian: *The Essence of Services Marketing*, Prentice hall, New Delhi.
7. Radebaugh & Pittsburgh: *Marketing of Banking services*, Prentice hall, New Jersey.
8. Shankar, Ravi: *Services Marketing: The Indian Experience*, South Asia Publications, New Delhi.
9. Zeithaml, V.A & M.J. Bitner: *Service Marketing*, McGraw Hill. Boston.
10. Shiva Ramu S: *Global Financial Services Industry*, South Asia Publications, New Delhi.
11. Verma. J.C *Lease Financing (concept, law & procedure)*, Bharat Law Hose, New Delhi.
12. Bhaskar Majumdar: *Global Finance*, Bharat Publishers, Delhi.
13. John. F . Marshall and Vipul K. Bansal: *Financial Engineering a Complete Guide to Financial Innovation*, Prentice Hall, New Delhi.
14. Cox J.C and M.Rabinstein: *Options Markets*, Engle Wood Cliffs, NJ Prentice Hall.

3.5 E-Commerce

Objectives:

- To familiarize students with aspects of E-Commerce
- To enable them to use E-Commerce facilities in Business.

Module 1

13 Hrs

E-Commerce-Meaning and concept, E-Commerce and business interface. Network infrastructure for E-commerce- internet as a network infrastructure-business of internet commercialization-Internet service provider.

Module 2

15 Hrs

Network security firewalls – encryption and decryption – E-commerce and the World Wide Web – WWW as architecture – technology of web, designing web page – Consumer oriented applications – Mercantile Process Models. Electronic payments systems

Module 3

16 Hrs

Inter organizational Commerce and EDI, EDI implications VAN's Intraorganisational E-Commerce. Supply Chain Management – Advertising and Marketing on the Internet.

Module 4

16 Hrs

Corporate digital library – Consumer Search and Resource discovery – E-Commerce catalogues and directories – Consumer – Data interface emerging tools.
Internet protocol suit – broadband telecommunications Mobile and wireless computing future trends

Books for Reference:

1. Kalakota Ravi and A B Whinston: *Frontiers of Electronic Commerce*, Addison Wesley
2. Watson R T: *Electronic Commerce – the strategic perspective*, The Dryden Press
3. Agarwala K N and Deeksha Ararwala : *Business on the Net – Whats and Hows of E-Commerce*
4. Agarwala K N and Deeksha Ararwala : *Business on the Net –Brigade to the online store front*, Macmillan, New Delhi.
5. Diwan, Prag and Sunil Sharma, *Electronic Commerce – A manager guide to E-business*, Vanity Books International , Delhi.
6. Janal D S: *Online Marketing Hand Book*. Van Nostrand Reinhold Network
7. Kosiur David, *Understanding Electronic Commerce* Microsoft, Press Washington
8. Minoli and Minol, *Web Commerce Technology Handbook*, TMH, New Delhi
9. Schneider Gary P, *Electronic Commerce Course Technology*, Delhi

10. Yound Margaret Levine; *The Completer reference to internet*, TMH

11. Murthy CVS, *E-Commerce*, Himalaya Publishing House.

3.6. Insurance and Risk Management

Objectives:

To familiarize students with the principles and practice of insurance business.

Module 1:

10 Hrs

Definition of Risk and Uncertainty, classification of risk, sources of risk – external and internal. Risk management – nature, risk analysis, planning control and transfer of risk, administration of properties of an enterprise, provision of adequate security arrangement. Interface between Risk and Insurance. Risk identification, evaluation and management techniques, risk avoidance, retention and transfer Selection and implementation of techniques various terminology, perils, clauses and risk covers.

Module 2:

15 Hrs

Principles of Insurance & Insurance contracts Introduction to Life Insurance – Principles of Life Insurance Life Insurance products, pensions and annuities Life Insurance underwriting - need for selection, factors affecting rate of mortality, sources of data, concept of extra mortality, numerical methods of undertaking, occupational hazards. Legal aspects of insurance – Concepts of Insurable interest and good faith Indian Contract Act, special features of Insurance contract, Physical, Moral & morale Hazards and their treatment- Insurance laws, Insurance Act, LIC Act, IRDA

Module 3:

12 Hrs

Product development in relation to life insurance design and evaluation – Marketing and Servicing, Tax planning and legal framework Personal Financial Planning and Insurance.

Various distribution channels.

Claim management – early claims-claim settlement, legal framework, Consumer protection act.

Module 4:

12 Hrs

Introduction to General Insurance – Personal general Insurance products (fire, personal liability, home owners, personal motors, miscellaneous Insurance) Terminology, persists, clauses and covers. Risk assessment, underwriting and rate making- Product design, development and evaluation Special features – Indemnity, subrogation, contribution, Co- Insurance

Module 5:

11 Hrs

Various branches in General Insurance (Brief History) – Marine.- Hull, Cargo and Freight, Fire & Miscellaneous Insurance-Liability, Engineering, professional indemnity, Product Liability.

Books for Reference:

1. Gyandendra Kumar, *Handbook of Insurance Laws*, Law Publishers, Allahabad.
2. Brij Nanend Singh, *New Insurance Law*, Universal Law Agency.
3. C.A. Williams, M.I. Smith & P.C. Young, *Risk management and insurance*, Irwin McGraw Hill.
4. Sharma, *Insurance – Principles and Practice*.
5. Dinsdale, *Insurance*.
6. *IRDA, Govt, Publications*.
7. Guidelines on Pension fund in India
8. *Insurance Act.1938*.
9. Bhir & Limaye, *Principles and Practices of Insurance*.
10. Smith.T.R, *Fire Insurance theory and practice*.
11. Mishkeri Frederics S, *the Economics of Money Banking and Financial Markets*.
12. Agarwal, *Insurance*
13. *Consumer Protection Act*, Govt. of India Publication

SEMESTER IV

4.1 Strategic Management

Objectives:

- To familiarize students with the concepts and practices of strategic management
- To enable them apply strategic management approach to issues relating to business and non-business.

Module 1:

08 Hrs

Strategic management process – Defining strategic management, stages in strategic management.

Key terms in strategic management process – vision, mission, threats, weaknesses, opportunities
Strategic management model.

Benefits of Strategic management, Ethics and Strategic management.

Strategies in action – types of strategies – integration, diversification, defensive strategies, generic strategies

Module 2:

14 Hrs

Strategy formulation – business mission, writing a mission statement.

Analysis of external and internal environment corporate strategy, business level strategy and strategy analysis and choice – functional strategy Comprehensive strategy – formulation framework

BCG Matrix (overview and evaluation), GEC Model (overview, Advantage of GEC Model and criticisms), Impact Matrix (overview), the Experience Curve (overview)

Module 3:

14 Hrs

Strategy implementation – resource allocation, managing human resources, managing change, creating a strategy supporting culture, operations management, R&D, technology

The Role and Importance of Top-Level Managers, Key Strategic Leadership Actions with focus on ethics and organization culture

Module 4:

10 Hrs

Strategy evaluation – framework of evaluation, contingency planning, guidelines for effective Strategic management

Module 5:

14 Hrs

Strategies for competing in global markets, new business models and strategies for Internet economy, tailoring strategy to fit specific industry and company situations (with cases).

Books for Reference:

1. Fred R.David, *Strategic Management*, Prentice Hall International.
2. Arthur A.Thomson Jr. and A.J Strickland, *Strategic Management*, McGraw Hill.
3. Gregary G.Dess and Alex Miller, *Strategic Management*, McGraw Hill.
4. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, *Strategic Management: Competitiveness and Globalization, Cases*, Cengage Learning, 8th Edition.

4.2 BUSINESS LEGAL SYSTEMS

Objectives:

- To familiarize the students with the legal environment that is influencing business functioning.
- To enable the students to acquire proper perspective about legal environment for better decision making.

Module 1:

12 Hrs

Meaning of law - Classification of legal rules, scope of legal system, directives and problems of legal system.

The constitution of India with special reference to economic principles enshrined in the constitution – decisions by the Supreme Court.

Module 2:

10Hrs

Corporate Laws: Industries (Dev and Reg) act 1951 and industrial licensing, objectives, important provisions, amendments, infringements, threats and libel MRTP act: MRTP commission, jurisdiction, power of the commission, control of monopolistic trade practices, control of restrictive trade practices, and evaluation of public interest.

The Consumer Protection Act – features, issues and court decisions

Module 3:

14 Hrs

Laws relating to Finance, the Securities and Exchange Board of India (SEBI), need for SEBI, establishment and legal status of SEBI, functions and power of SEBI, power conferred by the act to SEBI.

FEMA – Salient features, directions, major provisions.

Module 4:

16 Hrs

Intangible aspects of property

The intellectual property Acts in India – Copyright, Trade mark, patents etc., Information Technology Act 2000. International Intellectual Property Organisations – treaties and International Transfer of Intellectual Properties. GATT/WTO and GATS, TRIMS, TRIPS, UR Round. Adjudicating authority and their enforcement.

Module 5:

8 Hrs

Environmental Laws – Water Act 1974, Air Act 1981, The Environmental Protection Act 1986.

Books for Reference:

1. Bakshi. P.M., *The Constitution of India*.
2. Gopalakrishnan K.C., *Legal Economics – International Dimensions of Economics and Law*, Eastern Book Company, Lucknow

3. Bakshi. P.M., *The Environment Protection Act 1986*.
4. Nayak. K.K., *Consumer Protection Law in India – An Eco Legal Treatise on Consumer Justice*.
5. Bakshi. P.M, *Environmental Law – procedural options, Intellectual Property India Trends*.
6. Bakshi. P.M, *The Air (Prevention and Control of Pollution Act 1981)*.
7. Bakshi. P.M, *The Water Prevention and Control of Pollution Act 1974*.

4.3 Direct Taxes Planning

OBJECTIVES:

To give an integrated view of direct tax laws to assess and apply the laws to business decisions.

Module – 1

08 Hrs

Basic framework of direct taxation – principles of direct taxation – appraisal of annual Finance Act, tax planning and its methods, advance tax rulings.

Module – 2

10 Hrs

Salient features of company taxation, scheme of taxing business income of companies, deductions / allowances, disallowances and depreciation, benefits for R&D expenditure, taxation of units in Special Economic Zones (SEZ).

Module – 3:

08 Hrs

Computation of taxable income of companies – set-off and carry forward of losses – deductions under Section 80 (including location-based incentives).

Module – 4:

14 Hrs

Tax planning with respect to amalgamation and mergers, multinational companies, ventures and foreign collaborations – tax consideration in making or buying, owning or leasing, retaining or replacing

Module-5:

20 Hrs

Taxation of non-residents, double tax treaties, royalty, fees for technical services, transfer pricing

Inbound investment – tax planning, capital gains tax exemption under tax treaties between india and Mauritius, Singapore, Netherlands, Cyprus (including the Limitation of benefits clause, if any). Outbound investment – tax planning, restrictions under FEMA.

Books for Reference:

1. Dr. Bhagwati Prasad: *Direct Taxes Law & Practice*, Whishwa Prakashan, Delhi.
2. Vinod – Singhanian: *Direct Tax Law & Practice: Taxman*.
3. Agarwal P.K: *Tax Planning for Companies*, Hind Law Publishers, New Delhi.
4. Dr. H.C. Mehrotra and Dr. S.P. Goyal: *Income Tax Law & Practice*, Sahitya Bhavan, Agra.
5. Sukumar Bhattacharya, *Tax Planning in India*.
6. Sharat Bargava: *Direct Taxes*.
7. B.B. Lal: *Direct Taxes*.

1.4 International Financial Reporting Standards (IFRS)

Objectives:

1. To provide an understanding to the students with regard to financial reporting practices and IFRS.
2. To develop skills in the students so as to apply them in bringing about harmonization in reporting.

Module 1:

05 Hrs

International accounting - meaning, its need in the context of increasing complexity and volume of transactions; Stages in the evolution of international accounting – changing organizational structures and accounting - International accounting organizations and educational developments – major international differences in financial reporting and their classifications - Need for harmonization in financial reporting standards.

Module 2:

15 Hrs

Comparative study of accounting standards – Financial Accounting Standards Board USA and Accounting Standards Board – India, International Financial Reporting Standard (IFRS) – (concept and issues), IFRS Convergence – Need & Relevance, IFRS implementation in India.

Module 3:

15 Hrs

A study on International financial reporting standards broadly covering:

- Revenue Recognition
- Inventories
- Earnings Per Share
- Fair Value Measurement

Module 4:

15 Hrs

A study on International financial reporting standards broadly covering:

- Foreign Currency
- Income Taxes
- Intangible Assets
- Consolidation
- Leases

Module 5:**10 Hrs**

IFRS implementation in India along with Key Challenges for implementation

Books for Reference:

1. Accounting Standards converged with IFRSs by TP Ghosh and Srinivasan Anand. G (Taxmann Publications)
2. Understanding IFRSs by TP Ghosh (Taxmann Publications)
3. IFRSs simplified by TP Ghosh (Taxmann Publications)

4.5 PROJECT APPRAISAL AND FINANCING

Objective:

Equips the students to be aware of the latest trends in Project Financing and gives them a broader outlook on the subject, both from a national as well as global perspective.

Module 1: 08 Hrs

Introduction to Project Financing: Concept of Project – Capital Expenditure Decisions – Project Development cycle – Project Appraisal.

Module 2: 05 Hrs

Lending Institutions: Schemes offered – Assistance provided – Norms & Procedures followed.

Module 3: 17 Hrs

Financial Projections: Estimating total projects costs – Preparing proforma Income Statement, Balance Sheet & Cash Flow Statement – Evaluating Project Feasibility – Financial Appraisal – Cash flows from Equity Point of View – Discounted & Non-discounted Project Appraisal Technique, Risk adjusted methods-Decision Tree, RAD-Risk adjusted discount rate, Certainty equivalent approach

Module 4: 12 Hrs

Project Management: Concepts of projects – Project Management – Role of a Project manager – Advantages of Project management. Concept & Techniques of Project Planning: Meaning – Project Planning – Needs – Methodology – Steps & Techniques

Module 5: 10 Hrs

Project Control & Monitoring: Meaning of Control – Steps, Techniques in Project Control – Variance Analysis & Performance Analysis. Monitoring meaning – Scope – Designing System – Installing Project Monitoring Cell.

Module 6: 08 Hrs

International Project Management: Introduction – Nature & Risks of International Project Management – Sources of Finance – Requirements For Success.

Reference Books:

1. Dr. Prasanna Chandra: *Project Planning, Analysis, Financing, Implementation & Review*, Tata McGraw Hill.
2. Narendra Singh: *Project Management*. Himalaya Publishing House.
3. Vasanth Desai: *Project Management*. Himalaya Publishing House.
4. *ICFAI* – Text Book on **Project Financing**

4.6 c. Strategic Financial Management

OBJECTIVES:

- To provide the students a conceptual framework of strategic financial management.
- To enable the students to acquire knowledge to different tools of corporate valuation and corporate restructuring.

Module 1:

10 Hrs

Financial policy and corporate strategy – strategic decision making frame work – Interface of financial policy and strategic management. The role of finance manager and his decision environment Share holder’s wealth maximization, Risk-return tradeoffs

Module 2:

12 Hrs

Corporate Valuation – The basic valuation model – dynamics of valuation – Approaches to corporate valuation – Time Value of money- present value and their calculation. Present value and the rate of return- future values- Present and accumulated values of Annuity- continuous compounding and discounting. Discounted cash flow approach – Adjusted book value approach – realizable value v/s replacement cost – Brand valuation – Methods – Economic value added (EVA) – Cootner’s price value interaction model.

Module 3:

11 Hrs

Financial aspects of Corporate restructuring; Meaning of restructuring; its scope, symptoms – restructuring plan – Employees productivity performance – Cost restructuring – Downsizing and Optimal sizing – restructuring of existing products and value chains – Restructuring of ownership, control and empowerment.

Module 4:

21 Hrs

Mergers & Acquisitions: Strategic business alliance-Fundamentals of Business Combinations; Motives for Business combinations; Forms of Business combinations; Rationale for mergers – Types of mergers – Merger analysis – Terms of exchange – Cash purchases – Stock exchange acquisition – Leveraged Buy – outs (LBO) – Accounting considerations in Mergers and Acquisitions – Turnaround strategies. Case studies on M&A- suggested Kingfisher Deccan, Air India and Indian Airlines, Ranbaxy Daiichi, Tata Corus, Global Trust Bank- Oriental Bank of Commerce.

Module 5:

06 Hrs

Ethical aspect of strategic financial management – Ethics and finance manager – Ethical economical combinations – Ethical Brand Equity and long term Results – The Assessment of Ethical financial performance.

Ethical Ratios for the owners and top management; Ethical Ratios for the Managers and supervisors; Ethical Ratios for the workers and other Junior employees; Entrepreneurship and Ethical financial management; Accounting Disclosures for Ethical Financial management, Functional Ethics in financial management.

Books for Reference:

1. G.P.Jakhotiya, *Strategic Financial Management*, Vikas Publishing House.
2. Fred Weston & EF Brigham, *Managerial Finance*, Dryden Press.
3. James C.Vanhorne, *Financial Management and Policy*, Prentice Hall.
4. Brealy and Myess, *Principles of Corporate Finance*, Tata McGraw Hill.
5. Allen.D, *An Introduction to Strategic Financial Management*, IMA/Kogan page London
6. Copeland T., T.Koller and J. Murrin, *Valuation measuring and Manages the value of companies*, John Wiley International Edition.
7. Copeland T.E and J.F.Weston, *Financial Theory and Corporate Policy*, Addison Wesley New York.
8. Mattw P.K, *Corporate Restructuring – An Indian perspective*, Macmillan, New Delhi.
9. Smith C.W, C.W.Smithsonj and D.S. Wilford, *Managing Financial Risk*, Harper and Row, New York.
10. Stewart G.B., *Quest for Value*, Harper Collins, London.
11. Sudarsanam P.S, *The Essence of Mergers and Acquisitions*, Prentice Hall of India.
12. Verma J.C, *Corporate Mergers, Amalgamation and Takeover*, Bharat Publishing House, New Delhi.
