



**SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING**  
(Deemed to be University)

**Syllabus for  
B.Com. (Hons.)**

**PrasanthiNilayam - 515 134**

Anantapur District, Andhra Pradesh, Ph: (08555) 287239 Fax: 286919

Website: [www.sssihl.edu.in](http://www.sssihl.edu.in); e-mail: [registrar@sssihl.edu.in](mailto:registrar@sssihl.edu.in)



**SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING**  
(Deemed to be University)

**Objectives of the B.Com.(Hons.) Programme**

1. To impart basic knowledge and skills in all the important subjects in the field of Commerce.
2. To equip the students thoroughly in the field of accounting, finance and taxation.
3. To prepare students for advanced studies in Finance and Management and also professional courses in Accounting, Costing, Financial Analysis, Insurance and Corporate Secretary-ship.
4. To foster ethical and moral values and attitudes for their development as effective personnel for business, industry and the financial services sector.

The B.Com.(Hons)Programme Structure consists of Three Parts.

**PART-I: LANGUAGES#**

- (a) General English (four papers offered, one each in the first four semesters)
- (b) Another Language (four papers offered, one each in the first four semesters – Any one out of: HINDI / SANSKRIT / TELUGU / KANNADA / ADDITIONAL ENGLISH)

**PART-II: CORE SUBJECTS**

(Offered in all the six semesters) – Title of the papers are given below in the Scheme of Instruction & Evaluation and the syllabus contents are enclosed.

**PART-III: AWARENESS COURSE and ENVIRONMENTAL COURSE##**

- a) Awareness Courses – (UAWR) (six papers offered, one each in all the six semesters)
- b) Environmental Courses– (UENT) (two papers offered, one each in the first two semesters)

**NOTE: The title of the papers and the syllabus contents of Part-I and Part-III are provided separately.**

**B.Com.(Hons.) SYLLABUS**  
**Scheme of Instruction and Evaluation**  
(Effective 2016/17 batch onwards)

Paper Code	Title of the Paper	Credits	Hours	Modes of Evaluation	Types of Papers	Maximum Marks
<b>Semester I</b>						
UGEN-101	General English-I #	<b>5</b>	5	IE1	T	100
	Another Language-I #	<b>4</b>	4	IE1	T	100
UCOM-101	Business Communication	<b>4</b>	4	IE1	T	100
UCOM-102	Financial Accounting-I	<b>4</b>	4	IE1	T	100
UCOM-103	Business Economics	<b>4</b>	4	IE1	T	100
UCOM-104	Introduction to Quantitative Techniques	<b>Non-credit</b>	2	-	T	-
UCOM-105	Introduction to Computers	<b>Non-credit</b>	1	-	P	-
UAWR-100	Awareness Course-I: Education for Transformation (Based on Life and Teachings of Bhagawan Baba)	<b>2</b>	2	I	T	50
UENT-101	Environment-I ##	<b>2</b>	2	I	T	75
		<b>25</b> credits	<b>28</b> hours			<b>625</b> marks
<b>Semester II</b>						
UGEN-201	General English-II #	<b>5</b>	5	IE1	T	100
	Another Language-II #	<b>4</b>	4	IE1	T	100
UCOM-201	Principles of Management	<b>4</b>	4	IE1	T	100
UCOM-202	Financial Accounting-II	<b>4</b>	4	IE1	T	100
UCOM-203	Business Environment	<b>4</b>	4	IE1	T	100
UCOM-204	Quantitative Techniques-I	<b>2</b>	3	IE1	T	50
UCOM-205	Computer Practicals - I (Word Processing and Presentation software)	<b>1</b>	2	I	P	50
UAWR-200	Awareness Course-II: Unity of Religions	<b>2</b>	2	I	T	50
UENT-201	Environment-II ##	<b>2</b>	2	I	T	75
		<b>28</b> credits	<b>30</b> hours			<b>725</b> marks

Paper Code	Title of the Paper	Credits	Hours	Modes of Evaluation	Types of Papers	Maximum Marks
<b>Semester III</b>						
UGEN-301	General English-III #	<b>5</b>	5	IE1	T	100
	Another Language-III #	<b>4</b>	4	IE1	T	100
UCOM-301	Company Law	<b>4</b>	4	IE1	T	100
UCOM-302	Corporate Accounting	<b>4</b>	4	IE1	T	100
UCOM-303	International Business	<b>4</b>	4	IE1	T	100
UCOM-304	Quantitative Techniques-II	<b>2</b>	3	IE1	T	50
UCOM-305	Computer Practicals - II (Accounting Package)	<b>1</b>	2	I	P	50
UAWR-300	Awareness Course-III: Ethos and Values for the Changing World	<b>2</b>	2	I	T	50
		<b>26</b> credits	<b>28</b> hours			<b>650</b> marks
<b>Semester IV</b>						
UGEN-401	General English-IV #	<b>5</b>	5	IE1	T	100
	Another Language-IV #	<b>4</b>	4	IE1	T	100
UCOM-401	Business Statistics	<b>4</b>	4	IE1	T	100
UCOM-402	Accounting for Financial Services	<b>4</b>	4	IE1	T	100
UCOM-403	Elements of Costing	<b>4</b>	4	IE1	T	100
UCOM-404	Computer Practicals-III: (Spreadsheet applications – Foundations)	<b>1</b>	2	I	P	50
UAWR-400	Awareness Course-IV: Study of Classics – I: BhagawathVahini	<b>2</b>	2	I	T	50
		<b>24</b> credits	<b>25</b> hours			<b>600</b> marks

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Paper Code	Title of the Paper	Credits	Hours	Modes of Evaluation	Types of Papers	Maximum Marks
<b>Semester V</b>						
UCOM-501	Elements of Income Tax	5	5	IE1	T	100
UCOM-502	Banking Theory, Law and Practice	5	5	IE1	T	100
UCOM-503	Financial Management	5	5	IE1	T	100
UCOM-504	Elective: Paper I *	5	5	IE1	T	100
UCOM-505	Elective: Paper-II *	5	5	IE1	T	100
UCOM-506	Computer Practicals-IV: (Spreadsheet applications –Advanced)	1	2	I	P	50
UAWR-500	Awareness Course-V: Study of Classics – II: Ramakatha Rasavahini	2	2	I	T	50
		<b>28</b> credits	<b>29</b> Hours			<b>600</b> marks

<b>Semester VI</b>						
UCOM-601	Principles of Marketing	5	5	IE1	T	100
UCOM-602	Commercial Law	5	5	IE1	T	100
UCOM-603	Auditing	5	5	IE1	T	100
UCOM-604	Elective: Paper-III *	5	5	IE1	T	100
UCOM-605	Elective: Paper-IV *	5	5	IE1	T	100
UCOM-606	Computer Practicals-V: (Data Analytics) (Optional)	<b>Non-credit</b>	2	I	P	-
UCOM-607	Comprehensive Viva-Voce	1		I	V	50
UAWR-600	Awareness Course-VI: Life and its Quest	2	2	I	T	50
		<b>28</b> credits	<b>29</b> Hours			<b>600</b> marks
<b>GRAND TOTAL</b>		<b>159</b> credits	<b>169</b> Hours			<b>3800</b> marks

### ELECTIVES \*

#### Semester V:

- E51) Foreign Trade Procedures
- E52) Fundamentals of Insurance
- E53) Methods of Costing
- E54) Advanced Accountancy
- E55) Essentials of Ecommerce

#### Semester VI:

- E61) Management of International Business
- E62) Regulation and Management of Insurance
- E63) Management Accounting
- E64) Investment Analysis
- E65) Retail Management

\* Any two out of the five electives (mentioned under semesters V & VI) have to be chosen in the fifth and sixth semesters respectively.

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### Modes of Evaluation

Indicator	Legend
<b>IE1</b>	CIE and ESE ; ESE single evaluation
<b>IE2</b>	CIE and ESE ; ESE double evaluation
<b>I</b>	Continuous Internal Evaluation ( <b>CIE</b> ) only Note: 'I' does not connote 'Internal Examiner'
<b>E</b>	End Semester Examination ( <b>ESE</b> ) only Note: 'E' does not connote 'External Examiner'
<b>E1</b>	ESE single evaluation
<b>E2</b>	ESE double evaluation

Continuous Internal Evaluation (CIE) & End Semester Examination (ESE)

### Types of Papers

Indicator	Legend
<b>T</b>	Theory
<b>P</b>	Practical
<b>V</b>	Viva voce
<b>PW</b>	Project Work
<b>D</b>	Dissertation

PS: Please refer to guidelines for 'Modes of Evaluation for various types of papers', and 'Viva voce nomenclature & scope and constitution of the Viva voce Boards'.

**Course Objective:** To develop effective business communication skills

<b>I</b>	<b>Introduction to Communication in Organisations</b>		
	Importance and need for communication	}	
	Types of communication - Internal, External, Formal and Informal	}	3
	Communication flows in an organisation (Upward, Downward, horizontal and diagonal)		3
	Challenges in Organisational Communication		1
	Impact of Technology on Communications		1
			<b>8</b>
<b>II</b>	<b>Basics of Communication</b>		
	Process of Communication		1
	Communication Barriers and overcoming challenges		3
	Feedback types; characteristics of a good feedback		1
			<b>5</b>
<b>III</b>	<b>Listening</b>		
	Types of Listening		2
	Barriers to listening and overcoming barriers		3
	Real advantages of listening		1
	Differences between effective and ineffective listeners		1
	Building effective listening skills		1
			<b>8</b>
<b>IV</b>	<b>Non-verbal communication</b>		
	Kinesics		3
	Proxemics, Time Language, Touch and Para language		3
	Using non-verbal communication effectively; }		
	Top-ten tips for good body language }		2
			<b>8</b>
<b>V</b>	<b>Business Letter Writing</b>		
	Characteristics of good writing - Right words, better sentences and paragraphs, style and grammar - as applied to business letter writing - Overview only		6
	Parts and format of a business letter - Overview only		1
	Routine or Direct Messages - enquiries, orders, claim, other routine messages		4
	Reply to routine or direct requests		2
	Good news, Thank you and goodwill messages		2
	Persuasive messages		4
	Negative news messages - denials, reminders, ultimatums, etc		4
	Memos (Circular letters)		1
	Electronic messages - emails, IM, Podcasts/vodcasts, Blogs		3
			<b><u>27</u></b>

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## **UCOM-101 Contd...**

### **BASIC TEXTS:**

1. **Business Communication, Hory Sankar Mukerjee, Oxford University Press**
2. **ICFAI, Business Communication.**

### **REFERENCES:**

3. Michael S Hanna and Gerald L Wilson, **Communicating in Business and Professional Settings**, McGraw Hill.
4. Raymond V. Lesikar, **Basic Business Communication**, Richard D. Irwin, Inc.
5. Pillai, R.S.N. and Bhagavathi, **Modern Commercial Correspondence**, S. Chand & Co.
6. Pearce, Figgins, & Golen, **Business Communication – Principles and Applications**, John Wiley & Sons.
7. Gartside L., **Modern Business Correspondence**, Pitman, London.
8. Gartside L., **Modern Business Letters**, Pitman, London.
9. Korlhall .J.S., and Rajendra Pal, **Essentials of Business English**, S. Chand &Co, New Delhi.

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**Course Objective:** To provide sound theoretical knowledge of the fundamental principles of financial accounting and their application to business in the backdrop of Indian Accounting Standards.

### I FINANCIAL ACCOUNTING

a) Nature and scope of financial accounting	1	
b) Principles of financial accounting	2	
c) Introduction to AS, IndAS and IFRS	2	
d) Salient features of AS 9 Revenue recognition	1	
e) Accounting terminology	<u>1</u>	07

### II RECTIFICATION OF ERRORS

a) Trial balance and accounting errors	1	
b) Rectification of errors and impact on profits	<u>5</u>	06

### III DEPRECIATION ACCOUNTING

a) Meaning, terms, causes of depreciation	1	
b) Factors influencing depreciable amount	1	
c) Methods of depreciation (theory)	2	
d) Problems on disposal of assets: Straight line method and reducing balance method	2	
e) Problems on sinking fund method	1	
f) Salient features of AS -- 6	<u>1</u>	08

### IV INTRODUCTION TO FINANCIAL STATEMENTS

a) Trading a/c, Profit & Loss a/c and Balance Sheet	1	
b) Structure of financial statements – marshalling a balance sheet	1	
c) Advanced adjustments	4	
d) Problems	<u>4</u>	10

### V PARTNERSHIP ACCOUNTS

a) Computation of profit sharing ratios	1	
b) Interest on drawings and interest on capital	1	
c) Past adjustments	1	
d) Guarantee	1	
e) Admission of a partner – revaluation of assets and liabilities and treatment of accumulated profits	1	
f) Treatment of goodwill	3	
g) Problems on admission	4	
h) Retirement of partners – special features related to accounting	1	
i) Problems on retirement	4	
j) Death of a partner – treatment of life policies and settlement of accounts	2	
k) Problems on death	4	
l) Problems on admission cum retirement	2	25

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## **UCOM-102 Contd...**

### **BASIC TEXTS:**

1. Gupta, R.L. and RadhaSwamy, M. **Advanced Accountancy**, Volume I  
SultanChand&Sons, New Delhi
2. Shukla, Grewal and Gupta, **Advanced Accounting**, S.Chand&Co, New Delhi

### **REFERECNCES:**

1. Ashok Sehgal and Deepak Sehgal, **Advanced Accountancy**, Taxmann Allied Services (P)  
Ltd., New Delhi
2. Anthony R.N and Reece, J.S. **Accounting Principles**, Richard D. Irwin Inc.
3. ICAI, **Compendium of Statements and Standards of Accounting**, ICAI, New Delhi
4. Rawat D.S, **Students Guide to Accounting Standards**, Taxmann Allied Srvices (P) Ltd., New  
Delhi
5. **Chartered Accountant Journal**

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**Course Objective:** To provide an understanding of basic economic concepts and their application to business.

### I INTRODUCTION: NATURE AND SCOPE OF BUSINESS ECONOMICS

Definition of business economics, characteristics of business economics	1	
Difference between economics and managerial economics.	1	
Scope of business economics	1	
Relationship between managerial economics and other subjects	1	
Basic principles of managerial economics	3	<b>07</b>

### II DEMAND ANALYSIS AND DEMAND FORECASTING

<u>Demand Determinants: Price and demand</u>		
Meaning of demand, demand schedule, demand curve,	1	
Law of demand, reasons for law of demand - exceptions to law of demand.	2	
Meaning and types of price elasticity of demand (numerical problems also)	2	
Factors determining price elasticity	2	
Application of the concept of price elasticity	2	
<u>Income and Demand</u>		
Meaning of income elasticity, types of income elasticity	1	
Income elasticity and business decisions	1	
<u>Price of related goods and Demand</u>		
Substitutes and cross elasticity of demand	1	
Complementary goods and cross elasticity of demand	1	
<u>Advertising and Demand</u>		
Advertising elasticity and factors affecting advertising elasticity	2	
<u>Demand forecasting (theory only)</u>		
Meaning and factors involved in forecasting	1	
Purposes of forecasting	2	
Methods of forecasting –		
survey method,	1	
Delphi method, collective opinion,	1	
Time series, barometric method, regression method	2	
Controlled experiments, judgmental approach.	1	
Forecasting demand of new products	2	<b>25</b>

### III PRODUCTION ANALYSIS

Meaning of production function, law of variable proportions.	2	
Isoquants and MRTS	1	
Returns to scale – increasing, constant and decreasing returns	1	
Managerial use of production function	1	
Law of supply, factors influencing supply, exceptions to law of supply}		
Elasticity of supply }	2	<b>07</b>

### IV COST OUTPUT RELATIONSHIP

Types of costs.	1	
Cost-output relationship in the short run	1	
Cost output relationship in the long run	1	
Economies and diseconomies of scale	2	<b>05</b>

## UCOM-103 Contd...

### V PRICING ANALYSIS

Determinants of price.	1	
<u>Pricing and output determination under perfect competition</u>		
Characteristics of perfect competition	1	
Time element in perfect competition	1	
Equilibrium of firm in the short period	1	
Equilibrium of firm in the long run	1	
<u>Pricing and output determination under monopoly</u>		
Features of monopoly	1	
Equilibrium of firm and industry in the short period	1	
Equilibrium of firm and industry in the long period	1	
Discriminating monopoly: - definition, classes,	1	
When discrimination is possible,	1	
When price discrimination is profitable.	1	
<u>Monopolistic competition</u>		
Definition, features	1	
Equilibrium of the firm in the short run	1	
Equilibrium of the firm in the long run	1	
<u>Oligopoly</u>		
Types and characteristics	1	
Equilibrium of oligopoly firms	1	<b>16</b>

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#### BASIC TEXT:

1. Varsheny R.L. and Maheshwari K.L., **Managerial Economics**, Sultan Chand & Sons

#### REFERENCES:

1. Douglas E. J. **Managerial Economics: Theory, Practice and Problems**, Prentice Hall Inc., New Jersey
2. Paul A Samuelson and William D Nordhaus, **Economics**, Mc.Graw Hill Book Co.
3. ACCA, Economics level I paper 1.3. ACCA, **Study Pack Financial Training**, Sankaran S., **Economics Analysis**, Margam Publishing Co., Chennai
4. Dewitt. K.K, Navalur, M.H., and Khuntia Janmejy, **Modern Economic Theory**, S.Chand & Co., New Delhi.

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## **UCOM-104 INTRODUCTION TO QUANTITATIVE TECHNIQUES (Non-Credit)**

**Course Objective:** To equip students with basic quantitative and arithmetical skills as a foundation course

- I. Simple Interest, Compound Interest  
True discount and Banker's discount
- II. Average due date
- III. Percentage
- IV. Ratio, Proportion and mixture
- V. Simple Algebra

### **BASIC TEXT:**

Agarwal, R S., **Objective Arithmetic**, Sultan Chand & Sons, New Delhi

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## **UCOM-105 Introduction to computers (non-credit)**

**Course Objective:** To familiarise students with the use of computers.

- i. Introduction to use of computers
- ii. Basics of word processing

**UCOM-201                      PRINCIPLES OF MANAGEMENT                      4 credits**

**Course Objective:** To provide an understanding of the basic principles of management and their application to business.

<b>I</b>	<b>MANAGEMENT AND MANAGERS</b>		
	a) Meaning and process of management	1	
	b) Types of managers and management skills	2	
	c) Managerial roles	1	<b>04</b>
<b>II</b>	<b>EVOLUTION OF MANAGEMENT THEORY</b>		
	a) Classical management theories:		
	Forerunners and proponents of scientific management	1	
	Classical organisation theory	1	
	b) Behavioural school:		
	Human relations movement	1	
	Behavioural science theorists	1	
	c) Management science school, systems approach, contingency approach	1	
	d) Current trends	1	<b>06</b>
<b>III</b>	<b>PLANNING</b>		
	a) Meaning of Vision, Mission and Goals	1	
	b) Importance of goals	1	
	c) Meaning and importance of planning,	1	
	d) Hierarchy of Goals and Plans	1	
	e) Levels of strategy	1	
	f) Strategic management process		
	▪ Strategy Formulation:		
	- SWOT analysis		
	- Identification of Corporate strategy		
	Portfolio Strategies: BCG Matrix, GE matrix		
	Michael Porter's Generic Strategies and five forces model	3	
	▪ Strategy implementation :		
	Matching strategy and structure		
	Institutionalizing strategy		
	Operationalising strategy through single use plans and standing plans	5	
	g) An Overview of techniques of planning - MBO, Forecasting, Benchmarking, Budgets, Scheduling, PERT	1	
	h) Barriers to effective strategy implementation	2	<b>16</b>
<b>IV</b>	<b>ORGANISATIONAL STRUCTURE AND CO-ORDINATION</b>		
	a) Organising – meaning and process	1	
	b) Types of organisational structure:		
	Functional, Divisional, Matrix and boundary less corporation	3	
	c) Co-ordination – approaches to effective co-ordination	2	<b>06</b>
<b>V</b>	<b>AUTHORITY, POWER, DELEGATION AND DECENTRALISATION</b>		
	a) Meaning and basis of authority                      }	1	
	b) Line and staff authority                                      }	1	
	c) Delegation- meaning, benefits and barriers- effective	1	
	Delegation	2	
	d) Job design	1	
	e) Decentralisation	1	<b>07</b>

## UCOM-201Contd...

<b>VI</b>	<b>HUMAN RESOURCE MANAGEMENT</b>		
	a) Human resource management process	1	
	b) Human resource planning & recruitment	1	
	c) Selection – steps in selection process	1	
	d) Training and development	2	
	e) Performance appraisal	1	
	f) Promotions, transfers, and demotions	1	<b>07</b>
<b>VII</b>	<b>MOTIVATION AND LEADERSHIP</b>		
	a) Meaning of motivation and basic assumptions about motivation	1	
	c) Theories of motivation – Maslow’s Hierarchy of needs, Herzberg’s two factor theory, Expectancy theory.	2	
	d) Meaning of Leadership, Differences between leaders and managers,	1	
	e) Trait approach, Managerial Grid, Transformational Leadership.	2	<b>06</b>
<b>VIII</b>	<b>CONTROL</b>		
	a) Meaning and Significance of control		
	b) Control Process	1	
	c) Types of control	1	
	d) Designing control systems	1	
	e) Qualities of an effective control system	1	<b>04</b>
<b>IX</b>	<b>VALUES BASED MANAGEMENT</b>		
	Bhagawan Baba’s definition of Manager using the acronym: M.A.N.A.G.E.R	2	<b>02</b>
			<b>58</b>

**Note:** Relevant case studies on all the above chapters may be dealt with

### BASIC TEXT:

Stoner & Freeman, **Management**, Prentice Hall, New Delhi

### REFERENCES :

1. Robbins and Coutler, **Management**, Prentice Hall
2. Koontz & O’Donnel, **Management**, Mc.Graw Hill
3. Heinz Weihrich, Mark Cannice and Harold Koontz, **Management: A Global and Entrepreneurial Perspective**, McGraw Hill
4. S.A. Sherlekar, **Management**, Himalaya Publishing House
5. Edwin B Flippo, **Personnel Management**, McGraw Hill, New Delhi
6. Bhagawan Sri Sathya Sai Baba, **Discourses on Man Management**, Sri Sathya Sai Books and Publications Trust
7. Peter Pruzan and K P Mikkelson, **Leading with Wisdom**, Sage Publications, New Delhi
8. Marcus Buckingham and Curt Coffman, **First Break All the Rules: What the World’s Greatest Managers Do Differently**, Simon Schuster UK Ltd
9. Richard L Daft., **Management**, Thompson Asia Pvt Ltd., Singapore
10. Journals - **Business Today, Business World, Business India.**

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## UCOM-203 BUSINESS ENVIRONMENT

4 Credits

**Course Objective:** To acquaint the students with basic concepts of macro-economic theory and the business environment in India, both economic as well as technological.

### PART A: Economic environment

#### I INDIAN MACRO-ENVIRONMENT

1. Economic /Commercial environment	1	
2. Industrial /Business environment	1	
3. Political environment	1	
4. Social environment	1	
5. Legal environment: Regulation, SROs, role of Govt.	1	
6. Planning, Budgeting, Taxation: Overview of Fiscal Policy	1	
7. RBI, Inflation, Demand: Overview of Monetary Policy	1	
8. Non-economic environment issues	1	
9. Economic and non-economic environment - the interaction matrix	1	<b>09</b>

#### II INDIAN ECONOMIC AND TRADE POLICIES

1. Evolution of economic policies	2	
2. Latest industrial policy: features	1	
3. Latest trade policy: features	1	
4. Latest EXIM policy: features	1	<b>05</b>

#### III FOREIGN TRADE OF INDIA AND BALANCE OF PAYMENTS

1. Evolution of foreign trade for India	1	
2. Composition of India's foreign trade: Size, Nature, Bi-direction	1	
3. EXIM promotion measures: New Business, SROs, the role of Govt.	2	
4. FDI, Portfolio Investment, and the NRI factor	1	
5. Balance of payments: past, trends, course correction measures	1	<b>06</b>

#### IV DEVELOPMENT ECONOMICS

1. Inflation: meaning, types, causes, measures to control	1	
2. Unemployment: types of unemployment, causes and remedies	1	
3. Poverty: causes and remedial measures	1	<b>03</b>

#### V INDIAN ECONOMY TODAY

1. Role of Agriculture	1	
2. Role of MSMEs	1	
3. Role of Large Industries	1	
4. Role of the Govt. - Central & State Governments. - Direct (including Defence, Railways, Space, Infrastructure) - Indirect (PSUs, Transport), Sectoral (Banks, Nuclear Energy)	3	
5. Role of Tertiary /Services sector in Indian Economy - Exports, and Global Business Potential - Domestic Market, and New Business Potential – Auto, Ecommerce, IT, Retail, Advt. & Marketing, Hospitality, Realty, Entertainment, Telecom, Energy, Environment, Infrastructure	3	<b>09</b>

### PART B: Technological environment

1. <b>Introduction to E-business:</b> Meaning, nature, advantages; framework of e-business; applications of e-business; strategies used in e-business.		<b>09</b>
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## UCOM-203Contd...

- |   |    |
|---|----|
| 2. <b>Design of e-business:</b> Planning of e-business;<br>differences between brick and mortar business and e-business;<br>developing and launching an e-business. | 06 |
| 3. <b>Functions in e-business:</b> Marketing; supply chain.   | 04 |
| 4. <b>Issues in technology:</b> Payment systems; Security; Overview of legal issues.  | 07 |

**Total hours 58**

### BASIC TEXT:

- Adhikary, M. **Economic Environment of Business**, Sultan Chand and Sons, New Delhi
- Schneider, E-Commerce, Thomson Publication

### REFERENCES:

1. Mukherjee, S. **Economic Environment of Business**, New Central Book Agency, Calcutta.
2. Agarwal, **A.N. Indian Economy**, Wiley Eastern Ltd., Madras.
3. Dutt, R. and Sundaram, K.P.M., **Indian Economy**, S. Chand &Co., Ltd., New Delhi.
4. Uma Kapila (Ed), **Indian Economy since Independence**, Academic Foundation, New Delhi.
5. Rangarajan. C, **Perspectives on Indian Economy**, UBSPD, New Delhi.
6. Bhaskar, *E commerce*, Tata Mc Graw Hill Publications
7. Krishnamurthy, *E commerce Management*, Vikas Publishing House
8. Kalakota& Whinstone, *frontiers of Electronic commerce*, Pearson Education
9. Kalakota R ., *Electronic commerce a guide for manager*, Pearson Education
10. Griensten&Feinmen, *Internet Services*, Cengage Publications
11. S. Jaiswal, *Doing Business on the Internet E-commerce (Electronic Commerce for Business)*, Galgotia Publications
12. P.T.Joseph, *E-Commerce An Indian Perspective*, S.J., PHI
13. *E-Commerce 2010* by Kenneth Laudon and Carol Guercio Traver.
14. *Electronic Commerce 2010* by Efraim Turban

# UCOM-204 QUANTITATIVE TECHNIQUES - I

2 Credits

**Course Objective:** To gain knowledge of mathematical concepts and their application to business and economic situations.

<b>I</b>	<b>PLANE ANALYTICAL GEOMETRY</b>		
	Cartesian co-ordinate system – distance between two points –		
	Section formula	2	
	-slope of a straight line –equation of a straight line	3	
	-point of intersection of two lines – equation of two lines	1	
	–applications of equation of a line in business such as demand and supply lines, break - even analysis etc.	4	<b>10</b>
	(7 teaching hours+ 3 exercise hours)		
<b>II</b>	<b>ALGEBRA</b>		
	Permutations, combinations and binomial theorem	6	
	Arithmetic and geometric progressions	5	<b>11</b>
	(8 teaching hours+ 3 exercise hours)		
<b>III</b>	<b>SET THEORY</b>		
	Definitions and basic concepts	2	
	Operations on sets – De Morgan’s laws	2	
	Problems	2	<b>06</b>
	(4 teaching hours+ 2 exercise hours)		
<b>IV</b>	<b>TIME VALUE OF MONEY</b>		
	Simple and compound interest;	3	
	present value;	1	
	annuities – present value and sum of annuities- deferred annuity	3	
	Problems	3	<b>10</b>
	(7 teaching hours+ 3 exercise hours)		
<b>V</b>	<b>TRIGONOMETRY</b>		
	Basic rules of trigonometric functions –		
	Trigonometric ratios		
	Reciprocal relations		
	Quotient relations		
	t-ratios of standard angles and allied angles		
	Problems on applications and uses	5	<b>05</b>
	(4 teaching hours+ 1 exercise hours)		
		<b>42 (30+12)</b>	

## BASIC TEXT:

Sancheti D.C, and Kapoor V.K. **Business Mathematics**, S. Chand & Co, New Delhi.

## REFERENCES:

1. Sunderasan V. and Jayaselan S.D., **An introduction to Business mathematics**, S. Chand & Co. Ltd., New Delhi.
2. ACCA, **Business Maths and Information Technology**, ACCA Study Pack, London.

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**UCOM 205 Computer Practicals - I (Word Processing and  
Presentation software) 1 Credit**

**Course Objective:** To familiarize students with word processing and presentation software

- i. Advanced Word processing
- ii. Presentation software

**Course Objective:** To provide basic knowledge of the provisions of the Companies Act, 2013, as amended to date along with the relevant case law and secretarial duties regarding the same.

<b>I</b>	<b>JOINT STOCK COMPANY</b>		
	Definition and characteristic features of a company	1	
	Advantages of incorporating a company		
	Lifting the corporate veil of the company	2	
	Types of companies - Public and private limited company		
	– privileges of private limited company	1	
	Conversion of a private limited company into public limited company -		
	Voluntary, statutory- secretarial duties	1	<b>05</b>
<b>II</b>	<b>COMPANY SECRETARY</b>		
	Definition, importance, legal position, qualifications	2	
	Appointment, rights, duties, liabilities     }		
	Dismissal of a company secretary            }	<u>3</u>	<b>05</b>
<b>III</b>	<b>INCORPORATION OF A COMPANY</b>		
	Promotion, legal position of a promoter – remuneration, duties, preliminary contracts, position of promoter during preliminary contract	2	
	Incorporation of a company – memorandum of association – contents and alteration of memorandum of association	2	
	Articles of association – contents and alteration –	1	
	Memorandum of association vs. Articles of association		
	Legal effects of memorandum of association and articles of association		
	Doctrine of ultra vires, constructive notice, and indoor management	2	
	Prospectus – contents – consequences of misstatements in a prospectus	2	
	Obtaining certificate of commencement of business –	1	
	Secretarial duties involved in the formation of a company	<u>1</u>	<b>11</b>
<b>IV</b>	<b>ISSUE OF SHARES</b>		
	Procedure involved in issue of shares:SEBI guidelines	2	
	Allotment of shares, legal provisions and procedure of allotment of shares		
	Secretarial duties;	2	
	Membership in a company – initiation and cessation of membership		
	Rights and liabilities of members	2	
	Share certificates and share warrant – legal rules, formal procedure and contents, Difference between share certificate and share warrants,	2	
	secretarial duties	<u>2</u>	<b>10</b>
<b>V</b>	<b>CALLS, FORFEITURES AND TRANSFER OF SHARES</b>		
	Calls on shares, provisions, procedure- secretarial duties	2	
	Forfeiture, provisions and procedure – surrender of shares, secretarial duties	2	
	Transfer of shares, provisions, procedures, secretarial duties	2	
	Transmission of shares, provisions, procedures,		
	Difference between transfer and transmission of shares, secretarial duties	<u>1</u>	<b>07</b>

## UCOM-301 Contd...

### VI BORROWING POWERS

Mortgages and charges – fixed and floating	2	
Charges, registration of charges		
Debentures – secretarial duties relating to issue of debentures	<u>2</u>	<b>04</b>

### VII COMPANY MANAGEMENT

Directors – appointment, position, vacation of office, removal of directors,	3	
Powers, duties and liabilities of directors	3	
Managing director – provisions of Companies Act relating to managing director	1	
Role of independent directors	<u>1</u>	<b>08</b>

### VIII COMPANY MEETING

Convening and conducting of meeting – notice and agenda, proper authority,	3	
Quorum, chairman of meeting – qualification and duties	1	
Types of meeting and procedures at meetings: Statutory, annual general and extraordinary meeting, Board of directors meeting and committee meetings		
Procedures at meeting and secretarial duties	<u>6</u>	<b>10</b>
Minutes – preparation and approval		<b>60</b>

#### BASIC TEXT:

1. Kapoor, N.D., **Company Law and Secretarial Practice**, Sultan Chand &Co, New Delhi

#### REFERENCES:

1. ICSI Study material
2. Majumdar, A.L., and Kapoor, G.K., **Company Law**, Taxmann, Allied Services Private Ltd., New Delhi.
3. Avatar Singh, **Company Law**, Eastern Law Book House, Lucknow
4. Shukla, M.C., and Gulshan, **Company Law**, S.Chand and Co, New Delhi
5. Ramaiah, **Company Law**
6. [www.sebi.gov.in](http://www.sebi.gov.in)
7. Issues of **Chartered Secretary** journal.

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**Course objective:** To provide knowledge about accounting aspects of corporate activities in conformity with the provisions of the Companies Act, 2013, along with the relevant Indian Accounting Standards.

<b>I Issue of Shares</b>	.	
--- Issue of Shares at par and premium	5	
---Forfeiture and Reissue of Shares	2	
---Buy-back provisions	1	
---Problems	4	12
<b>II Issue and Redemption of Debentures</b>		
--- Accounting aspects of issue and entries	1	
---Redemption – Methods:		
a) Sinking Fund Method-entries	1	
---Problems	3	
b) Purchase of Own debentures---without sinking fund		
Ex-interest , Cum-interest	1	
---Sale of own debentures and problems	2	
---Cancellation of own debentures and problems	2	
When sinking fund balance is maintained		
---Purchase and Cancellation of own debentures	1	
---Problems (including interest on own debentures)	1	
--- treatment of discount/premium on issue/redemption		
---Problems on treatment of discount/premium on issue	1	13
<b>III. Issue and Redemption of Preference Shares</b>		
--- Issue and Redemption—Fully out of divisible profits	1	
--- Fully out of fresh issue	1	
--- Partly out of fresh issue and divisible profits	1	
--- Comprehensive Problems	3	6
<b>IV. Company Final Accounts</b>		
--- Statutory Format of Profit and loss A/c and B/S	1	
--- Adjustments---Dividends,CDT and Bonus issue	1	
---Taxation-provision for tax, advance tax (excluding MAT credit)	1	
---TDS and Deferred tax	1	
---Managerial Remuneration	1	
--- Problems on preparation of final accounts with all the above adjustments	6	11
<b>V. Amalgamation, Absorption and External Reconstruction</b>		
---Concepts and differences between Amalgamation, Absorption and Absorption	1	
---Purchase consideration and calculation methods-- AS-14 Lump-sum, Net Payment, Net Asset and Ratio of exchange	1	
---Accounting treatment in the books of Liquidating Company	1	
---Journal entries and preparation of ledger accounts	2	
---Accounting treatment in the books of purchasing company		
--- Pooling of interest method (merger)	1	
---Purchase method	1	

---Adjustments -Inter-company Owings and Stock reserve	1	
---Problems incorporating the all the above adjustments	4	
---Inter-Company holdings		
---Purchasing company holding in Vendor Company	1	
---Vendor company holding in Purchasing Company	1	
---Comprehensive problems with all above adjustments (Excluding Cross-holdings)	2	15

#### VI. Internal Reconstruction

--- Accounting treatment with entries	1	
---Adjustments ---Consolidation of shares		
---Split of shares		
---Waiver of debenture interest, preference dividend	1	
--- Sacrifice of interest by debentures, creditors		
---Preference shares, Equity Shareholders,		
--- Problems with revaluation of assets,		
---Writing off losses and intangible assets	1	3

**Total Hours**

**60 hours**

#### Basic Text:

1. Gupta R.L. & Radhaswamy M., Advanced Accountancy Volume – II, Sultan Chand & Sons., New Delhi
2. Shukla, Grewal & Gupta, Advanced Accountancy, S. Chand & Sons, New Delhi.

#### References:

1. Taxmann's Corporate Accounting, Taxman
2. ICAI, Compendium of Statements and Standards Of Accounting
3. Rawat D.S. Student's guide to Accounting Standards, Taxmann, Allied services Private Ltd., New Delhi
4. Fundamentals of Corporate Accounting By J.R Monga

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**UCOM-303 INTERNATIONAL BUSINESS****4 Credits****Course Objective:** To provide conceptual knowledge and theoretical background of international business.

<b>I.</b>	<b>GLOBALISATION</b>		
	What is globalisation?	2	
	Drivers of globalisation	2	
	Changing Demographics of the Global Economy.	<u>1</u>	<b>05</b>
<b>II.</b>	<b>THEORIES OF INTERNATIONAL TRADE</b>		
	Mercantilism, Absolute advantage,	2	
	Comparative advantage,	2	
	Heckscher – Ohlin theory	1	
	Product life cycle theory	1	
	The Strategic trade theory	2	
	National competitive advantage: Porter's Diamond	<u>2</u>	<b>10</b>
<b>III.</b>	<b>INSTRUMENTS OF TRADE POLICY</b>		
	Tariffs	2	
	Subsidies	2	
	Import Quotas, Voluntary Export Restraints,	1	
	Local Content Requirements,	1	
	Anti-dumping and countervailing duties	2	
	Administrative Policies.	1	
	The case for government intervention – political and economic arguments	<u>2</u>	<b>11</b>
<b>IV</b>	<b>REGULATION OF INTERNATIONAL BUSINESS</b>		
	WTO – Objectives and Functions, Structure of WTO	3	
	WTO dispute settlement process.	3	
	Concepts of MFN and National treatment	2	
	International arbitration and litigation.	1	
	Regional Integration – Levels of economic integration	1	
	An overview of important trade blocks – EU, NAFTA, ASEAN, SAARC.	<u>2</u>	<b>12</b>
<b>V</b>	<b>STRATEGY OF INTERNATIONAL BUSINESS</b>		
	Strategic Choice	3	
	International Strategy, Multi-domestic Strategy, Global Strategy and Transnational Strategy.	<u>4</u>	<b>07</b>
<b>VI</b>	<b>ENTERING FOREIGN MARKETS.</b>		
	Basic Entry decisions – which markets to enter?	2	
	- timing and scale of entry	2	
	Entry modes – Exporting, Turnkey Projects, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries, Strategic alliance.	<u>5</u>	<b>09</b>

## UCOM-303Contd...

### VII ETHICAL ISSUES IN INTERNATIONAL BUSINESS

Cost and Benefits of International Business to Home country and Host Country	2	
The Globalisation Debate:		
Globalisation and Jobs and Incomes.	1	
Globalisation and Labour policies.	1	
Globalisation and Environment.	1	
Globalisation and National Sovereignty.	1	<b><u>06</u></b>
		<b>60</b>

#### BASIC TEXT:

Charles Hill, **International Business**, Irwin Mc Graw Hill Publishers, New York.

#### REFERENCES:

1. Anant K Sundaram & Stewart Black, J., **The International Business Environment (Text & Case)**, Prentice Hall, New Delhi.
2. Francis Cherunilam, **International Business**, Wheeler Publishing, New Delhi.
3. Friedman, T.L., **The Lexus and the Olive Leaf**, Anchor Books, New York.
4. Friedman, T.L., **The World is Flat**, Farrar, Penguin Books, London.
5. Joseph Stiglitz, **Globalisation and its Discontents**, Penguin Books, London.
6. Joseph Stiglitz, **Making Globalization Work**, Penguin Books, New Delhi.
7. Tarun Khanna, **Billions of Entrepreneurs**, Penguin.

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**Course Objective:** To gain knowledge of mathematical concepts and their application to business and economic situations.

### I DIFFERENTIAL CALCULUS

Limits and continuity (concepts only)	}		
Differential coefficient	}	2	
Standard forms		1	
Addition and Subtraction rule, Product rule, Quotient rule, Chain rule		4	
Higher order derivatives			
Simple applications		<u>3</u>	10
(8 teaching hours+ 2 exercise hours)			

### II OPTIMISATION

Increasing and decreasing functions		3	
Criteria for maxima and minima		1	
Simple applications		<u>5</u>	09
(7 teaching hours+ 2 exercise hours)			

### III INTEGRATION

Standard forms		2	
Definite integral		1	
Integration by substitution		2	
Integration by parts		2	
Simple applications		3	10
(7 teaching hours+ 3 exercise hours)			

### IV MATRICES

Basic concepts		1	
Addition and scalar multiplication			
Matrix multiplication		1	
Determinants		2	
Inverse of a matrix		1	
Solution to system of equations – matrix inverse method		1	
Cramer's rule		1	07
(5 teaching hours+ 2 exercise hours)			

### V LINEAR PROGRAMMING

Problem Formulation		2	
Graphical solution		4	06
(3 teaching hours+ 3 exercise hours)			

**42 (30+12)**

#### BASIC TEXT:

Sundersan.V. and Jayaseelan.S.D, **An Introduction to Business Mathematics**, S.Chand& Co., New Delhi

#### REFERENCES:

1. Sancheti& Kapoor, **Business Mathematics**; Sultan Chand & Sons, New Delhi
2. ACCA, **Business Maths and Information Technology**, ACCA Study Pack,
3. Arthur H. Boisselle Jr, Donald M Freeman and Lyle V Branna, **Using Mathematics in Business**, Addison-Wesley, New York.

## **UCOM 305- Computer Practicals - II (Accounting Package) 1 Credit**

**Objective:** To familiarise students with accounting software

i. Accounting package usage

**Course objective:** To gain knowledge of different statistical techniques and their application to business.

<b>I</b>	<b>INTRODUCTION</b>		
	Definition and functions of Statistics	1	
	Limitations and distrust of Statistics	2	
	Planning and execution of survey	1	
	Various survey techniques with special reference to questionnaire	<u>2</u>	<b>06</b>
<b>II</b>	<b>SCRUTINY AND PRESENTATION OF DATA</b>		
	Classification of data and frequency distribution		
	Tabulation of data		
	Problems on tabulation	2	
	Diagrammatic presentation		
	Graphic presentation of frequency distribution	<u>3</u>	<b>05</b>
<b>III</b>	<b>MEASURES OF CENTRAL TENDENCY</b>		
	Measures of location – meaning & features of good average	1	
	Kinds of average – Mean, Mode & Graphical Calculation of median & mode, Positional averages (Median, Quartiles, Deciles, Percentiles), Geometric mean and Harmonic Mean	2	
	Mathematical Properties of mean and median	1	
	Problems on computation of mathematical averages for differently arranged data	7	<b>11</b>
<b>IV</b>	<b>MEASURES OF DISPERSION</b>		
	Meaning, differences between absolute and relative measures		
	Kinds of measures of dispersion		
	Range- meaning, uses and computation	1	
	Quartile deviation-uses and computation	1	
	Mean deviation – uses and computation		
	Standard deviation, coefficient of variation	1	
	Problems on all measures (consolidated)	<u>3</u>	<b>06</b>
<b>V</b>	<b>CORRELATION AND REGRESSION</b>		
	Meaning, types and significance of correlation		
	Scatter diagram and graphic method	2	
	Karl Pearson's coefficient of correlation	2	
	Rank correlation – uses and computation	2	
	Linear Regression – meaning, uses, difference between regression and correlation		
	Regression lines & properties of regression coefficients		
	Problems on simple regression	<u>4</u>	<b>10</b>
<b>VI</b>	<b>TIMES-SERIES ANALYSIS</b>		
	Definition, uses and components	2	
	Moving Averages :-Measurement of trend only-graphical and fitting a straight line ( <b>least squares method&amp; moving averages method</b> )	<u>3</u>	<b>05</b>
<b>VII</b>	<b>INDEX NUMBERS</b>		
	Definition, uses and construction	2	
	Fisher's ideal index	1	
	Tests of consistency	1	
	Cost of living Index – aggregate expenditure and family budget method	1	
	Uses of cost of living index numbers	<u>1</u>	<b>06</b>

## UCOM-401 Contd...

### VIII PROBABILITY

Basic concepts

Classical, relative frequency and subjective approach

Probability rules – addition and multiplication

1

Probability under conditions of statistical independence

1

Statistical dependence

Baye's theorem

Mathematical expectation

1

Problems on probability

4

**07**

Total

**56**

### BASIC TEXT:

Gupta, S.P., **Statistical Methods**, Sultan Chand & Sons, New Delhi

### REFERENCES:

- 1) Croxten and Crowden: **Applied Business Statistics**, Prentice Hall, New Delhi.
- 2) Mill: **Statistical Methods**
- 3) CIMA: **Quantitative Methods**– Study material
- 4) Levin and Kirkpatrick – **Statistics for Management**, Prentice Hall, New Delhi.

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## UCOM-402 ACCOUNTING FOR FINANCIAL SERVICES

### 4 Credits

**Course Objective:** To understand specific accounting techniques used in different business situations.

	<b>Hours</b>
<b>I. Liquidation of a Company</b>	
--- Legal provisions regarding liquidation, types of liquidation	1
--- Format of Liquidator's final statement of account & order of payment	1
--- List B Contributories – Meaning and simple problems	1
--- <b>Overriding preferential payment</b>	1
--- Problems on preparation of liquidators final statement of account	6 -- 10
---- Adjustments:	
--- Preferential creditors, liquidator's remuneration, Settlement of debenture interest, unsecured creditors,	
--- (for solvent and insolvent liquidation); payment of preference dividend, return of capitals—Preference and equity,	
--- Payment of equity dividend and call on equity shares.	
<b>II. Final Accounts of Banking Companies</b>	
--Statutory format with Schedules	1
---Special requirements of banks final account and prudential norms	1
--Income recognition, asset classification and provisioning	1
---Preparation final accounts with schedules	7 -- 10
<b>III. Fire insurance claims</b>	
--- Loss of Stock	6
--- Loss of Profit	4 -- 10
<b>IV Departmental Accounts</b>	
--- Apportionment of costs and basis	1
--- Problems	2
--- Inter-departmental transfers --- at cost ---at market prices	
---calculation of provision for unrealized profits	2
---Problems with all the above adjustments	3 -- 8
<b>V. Hire purchase and installment purchase</b>	
---Hire purchase system, difference between regular buying and hire purchase	1
--- Accounting entries for H.P transactions	1
---Calculation of cash price, Hire purchase price, interest	2
---Simple problems	2
--- Repossession of goods: Complete—treatment ---problems	4
--- Repossession of goods: Partial ---treatment ----problems	3
--Accounting entries for Instalment system (Interest suspense method)	2
---Problems on Instalment system	2 -- 17
<b>Total</b>	<b>55</b>

#### Basic Texts:

1. Gupta R.L and Radhaswamy, M Advanced Accountancy –Vol I and II
2. A. Mukherjee and M. Hanif -- Modern Accountancy -- Vol I and II
3. Shukla, Grewal and Gupta, Advanced Accountancy, S. Chand & Co. New Delhi.

#### References:

Taxmann's Corporate Accounting and Financial Accounting

#### Chartered Accountant Journal

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**UCOM-403****ELEMENTS OF COSTING****4 Credits**

**Course Objective:** To understand the basic principles and concepts of cost accounting and their application.

**I Scope of Cost Accounting:**Hours

---Need for cost accounting –limitations of financial accounting, Relation between financial and cost accounts	1	
---Scope and purpose of cost accounts and functions of cost accountant	1	
---Essentials of cost accounting and Organisation of costing system	1	
--- Installation of cost accounting, practical difficulties involved and ways to overcome them	1	
--- Relationship of cost department with other departments and Advantages and limitations of cost accounting	1	05

**II. Cost Analysis and Cost Classification**

--- Concept of cost, cost unit, cost centre and types	1	
---Costing techniques, systems and methods	1	
---Cost classification under various bases	1	
--- Elements of cost and cost sheet pro-forma	2	
--- Simple problems on cost sheet	3	08

**III. Materials cost—**

--- Types of materials, importance of purchasing, Organisation of purchase department and qualifications of purchase manager.	1	
--- Purchase procedure-involving problems on preparation of tender statement.	1	
--- Ascertaining purchase cost of materials received.	2	
--- Stores control.		
---Objectives of store keeping, location and layout of stores, Duties and responsibilities of store keeper and store-keeping records.	1	
--- Objectives of material control and essentials of materials control.	1	
--- Techniques of material control including problems.	2	
---New techniques of material control such as FSN, KML, VED, SDE, SOS, GOLF, JIT		
--- Objects of material issue control 1 Methods of pricing material issues, ---Specific identification method, FIFO, LIFO, base stock, simple average, weighted average, standard cost, only.	7	15

**IV. Labour cost**

---Direct & Indirect Labour control	1	
--- Time keeping and time booking methods	1	
---Labour Turnover- causes and preventive measures and problems (Separation method, Replacement method and flux methods)	2	
--- Wage Payment:		
---a) Characteristics of a sound wage payments system	1	
--- b) Methods: Time rate, Piece Rate, Combined time and piece rate	2	
--- Emerson's efficiency system, Gantt task and bonus system and Merrick's multiple piece rate system	2	
--- Incentive system: Characteristics of a sound incentive system	1	
---Halsey and Rowan system	3	
---Indirect monetary incentives and non-monetary incentives and Group bonus system (theory only)	1	
--- Preparation of pay roll including problems	1	
---Treatment of idle time and overtime in cost accounts (theory only)	1	16



## UCOM-403 Contd...

### V. Overheads

---Meaning, classification, collection and codification of overheads (theory only)	1
----Allocation and Apportionment of overheads and bases of apportionment	1
---Machine hour rate --- Problems	3
---Primary Apportionment of overheads ---Problems	2
---Secondary apportionment of overheads –Problems-Repeated distribution method	2
--- Problems---Simultaneous equation method	1
----Problems – Primary and secondary—combined	1
---Absorption of overheads – Treatment of over and under-absorption of overheads (theory only)	1
--Office and Administration overheads-its treatment in cost accounts (theory only)	1
--Selling and distribution overheads-its treatment in cost accounts (theory only)	1 14

**Total**

**58 hrs**

### Basic Texts:

1. Cost & Management Accounting by Jain & Nagrang, Kalyani Publishers, New Delhi
2. Cost Accounting by Jawahar Lal & Agarwal

### References:

1. Prasad, N.K. Principles & practice of Cost Accounting.
2. Lal, B.M. Nigam & Sharma G.L., Theory & Techniques of Cost Accounting, Himalaya Publishing house, Bombay.

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**UCOM-404      COMPUTER PRACTICALS - III:  
(Spreadsheet applications –Foundations)      1 Credit**

**Course Objective:** To familiarise students with the foundations of using a spread sheet software.

- i. Spread sheet applications – navigation and basic functions

## UCOM-501            ELEMENTS OF INCOME TAX

5 Credits

**Course Objective:** To understand the basic provisions of the Income Tax Act, 1961, and computation of tax liability from the viewpoint of an individual.

I	Purpose and Principles of Taxation Overview of Kinds of Taxes and Structure of Tax	2
II	Definitions (Agricultural Income, Assesse, Assessment Year, Income, Person, Previous year)	2
III	Determination of Residential status of an individual	2
IV	Heads of Income, Basis of Charge, Finance Act	1
V	Incomes exempted from tax u/s 10	1
VI	Computation of Total Income of an individual	
	a) Income from Salary including allowances, perquisites and profits in lieu of Salary; Provident fund, gratuity, leave salary; Relief U/S 89 (1) (Theory Only) ;	22
	b) Income from House Property – Self occupied as well as let out; deductions U/S24	9
	c) Income from Business or Profession – Distinction between Capital and Revenue, Income and Expenditure, Depreciation, deductions under the head, fringe benefit tax.	12
	d) Income from capital Gain – Short term Vs Long term – Deductions U/S 54, 54B, 54D, 54EC, 54ED, 54F, 54G and 54H	12
	e) Income from other sources	1
VII	Deductions from Gross Total Income - Deductions U/s 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGA, 80GGB, and 80GGC. Rebate u/s 88E. 6	
VIII	Clubbing of income, Set off and Carry Forward of Losses, Computation of Tax	<u>2</u>
		<b>72</b>

### BASIC TEXT

Singhania, V.K., **Students Guide to Income Tax**, Taxmann Publications, New Delhi.

### REFERENCES

6. Singhania, V. K., **Direct Taxes, Law & Practice**, Taxmann Publications, New Delhi.

7. Lall, B. B, **Direct Taxes Law & Practice, Allied Publishers New Delhi.**

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## UCOM-502 BANKING THEORY, LAW AND PRACTICE

5 Credits

**Course Objective:** To provide an understanding of the principles of banking and the legal framework in which they are applicable in India.

### PART I

#### I BANKING REGULATION ACT, 1949

- An overview of important provisions 1 01

#### II BANKER AND CUSTOMER:

a. Who is a banker? Who is a customer? 2  
b. General relationship 2  
c. Special relationship 2  
d. Duties of a banker 4  
e. Rights of a banker 3 13

#### III DEPOSIT ACCOUNTS:

a. Fixed deposit accounts 1  
b. Savings bank and current accounts 1  
c. Opening and operation of SB & current accounts 2  
d. Pass book 3  
e. KYC Norms 1 08

#### IV CHEQUES:

a. Negotiable instruments – meaning, features and types 1  
b. Salient features of cheques / Bills / Promissory notes  
(holder and holder in due course excluded) 2  
c. Crossing of a cheque 2  
d. Endorsement 3  
e. Bouncing of a cheque 1  
f. Statutory protection to paying banker 2  
g. Statutory protection to collecting banker 2 13

#### V ADVANCES

a. Types of advances 1  
b. Modes of creating charge – lien, pledge, hypothecation, assignment  
and mortgage 4  
c. Securities for advances 1  
d. Advances against goods/Documents of title to goods/stock  
exchange securities 4 10

### PART II

#### VI BANKS:

a. Financial intermediation – need, types 1  
b. Determinants of interest rates 1  
c. Modern functions of a commercial bank 3  
d. Use of technology in banking-an overview 2  
e. Banking sector reforms – an overview 2 09

#### VII COMMERCIAL BANKS

a. Credit creation 2  
b. Investment policy of a bank 2  
c. Performance evaluation of commercial banks -CAMELS approach 2  
d. Management of NPAs 2  
e. Asset – liability management - overview 1 09

## UCOM-502 Contd...

<b>VIII CENTRAL BANK</b>		
a. Evolution and functions of a central bank	3	
b. Credit control by a central bank	3	
c. RBI and monetary policy	2	
d. Indian money market	<u>2</u>	<b>10</b>
<b>IX RECENT TRENDS IN BANKING (an overview)</b>	<u>2</u>	<b><u>02</u></b>
		<b>75</b>

### **BASIC TEXT:**

Sundaresan and Varsheny, **Banking Theory, Law and Practice**, Sultan Chand & Sons, New Delhi.

### **REFERENCES:**

1. Tannan, **Tannan's Banking Law and Practice in India**, India Law House
2. Suneja, **HR Practice & Law of Banking**, Himalaya Publishing House, Mumbai.
3. RBI, **RBI – Functions and Working**, RBI Publication, Mumbai.
4. The Indian Institute of Bankers, **Commercial Banking**, Vora & Co., Publishers, Mumbai.
5. Indian Institute of Banking and Finance, **General Bank Management**, Macmillan, New Delhi.

\* \* \*

**Course Objective:** To provide an understanding of the basic principles of financial management and their application.

<b>I</b>	<b>NATURE OF FINANCIAL MANAGEMENT</b>		
	Scope of financial management	1	
	Finance function	2	
	Objectives of financial management	2	
	Organisation of finance function	<u>1</u>	<b>06</b>
<b>II</b>	<b>FINANCIAL LEVERAGE</b>		
	Meaning and computation	3	
	EBIT – EPS analysis	3	
	EBIT Indifference point	<u>3</u>	<b>09</b>
<b>III</b>	<b>CAPITAL STRUCTURE</b>		
	Factors determining capital structure	3	
	Capital structure theories (including problems)		
	i. Net income approach	2	
	ii. Net operating income approach	2	
	iii. MM approach	3	
	iv. Traditional approach	<u>2</u>	<b>12</b>
<b>IV</b>	<b>CAPITAL BUDGETING</b>		
	Nature of Capital Budgeting	1	
	Identifying cash flows	1	
	Accounting Rate of Return		
	Payback	1	
	NPV		
	Profitability Index	2	
	IRR	2	
	Problems	<u>10</u>	<b>17</b>
<b>V</b>	<b>COST OF CAPITAL (THEORY ONLY)</b>		
	Cost of redeemable debt	1	
	Cost of redeemable preference shares	1	
	Cost of equity shares (overview)	1	
	Overall cost of capital	<u>2</u>	<b>05</b>
<b>VI</b>	<b>PLANNING OF WORKING CAPITAL (THEORY ONLY)</b>		
	Need for Working Capital	1	
	Determinants of Working Capital	<u>2</u>	<b>03</b>
<b>VII</b>	<b>DIVIDEND DECISION</b>		
	Importance of retained earnings	1	
	Dividend Policy	2	
	Factors affecting dividend policy	<u>2</u>	<b>05</b>

## UCOM-503 Contd...

### VIII LEASING

Meaning and characteristics	1	
Types of leases	1	
Advantages and disadvantages of Leasing	1	
Problems on Lease Vs Buy (from lessee's view point)	<u>5</u>	<b>08</b>

### IX OUT LINE OF FOREX MARKETS: THEORY ONLY)

Structure of forex markets; Quotations in forex; Transactions in forex	<u>3</u>	<b>03</b>
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### X Ethics and Financial Management

a) Stockholder vs. Stakeholder value		
b) Sustainability issues in financial management	<u>2</u>	<b>02</b>

**Total** **70**

### BASIC TEXTS:

Khan & Jain, **Financial Management**, Tata McGraw Hill Publishers, New Delhi.

### REFERENCES:

1. Prasanna Chandra, **Financial Management**, Tata Mc Graw Hill Publishers, New Delhi.
2. Pandey, I.M. **Financial Management**, Vikas Publications, New Delhi
3. Van Horne, **Financial Management and Policy**, Prentice Hall India, New Delhi.
4. Eugene, F., Brigham, and Louis, **Financial Management**, The Dryden Press, Harcourt Brace College Publishers, Florida.
5. Bhole, L.M. **Financial Institutions and Markets**, Tata Mc Graw Hill, New Delhi.
6. Khan, M.Y. **Financial Services**, Tata Mc GrawHill, New Delhi.

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**UCOM-504 and UCOM-505: ELECTIVES**  
(SYLLABUS GIVEN AT THE END)

**5 CREDITS**

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**UCOM-506 COMPUTER PRACTICALS – IV:  
SPREAD SHEET APPLICATIONS - ADVANCED 1 Credit**

**Course Objective:** To provide hands on experience in advanced spread sheet functions.

- i. Advanced spreadsheet functions



# UCOM-601 PRINCIPLES OF MARKETING

5 Credits

**Course Objective:** To provide knowledge of the basic principles of marketing and their application.

## I INTRODUCTION

Marketing in a changing world.		
What is marketing? – needs, wants, products, value, satisfaction, quality, exchange transaction, relationships, markets.	2	
Marketing management philosophies, production, product, selling, Marketing, societal market concepts	3	
Difference between selling and marketing	<u>1</u>	<b>06</b>

## II INDIAN MARKETING ENVIRONMENT

Company's micro environment	2	
Company's macro environment		
Demographic environment		
Economic environment		
Natural, technical, political, cultural and social environment	<u>5</u>	<b>07</b>

## III CONSUMER MARKETS AND BUYER BEHAVIOUR

Factors affecting consumer behaviour - cultural, social, personal and psychological factors	4	
Consumers' buying roles	1	
Types of buying decision	1	
The buyer decision process	<u>2</u>	<b>08</b>

## IV DESIGNING PRODUCTS, BRANDS, PACKAGING

What is a product?	1	
Product classification – consumer & industrial products	1	
Individual product decisions		
Product attributes		
Branding	6	
Packaging, labelling, and support services	1	
Product line decision		
Product mix decision	<u>2</u>	<b>11</b>

## V NEW PRODUCT DEVELOPMENT & PRODUCT – LIFE CYCLE (PLC)

New product development process:		
Idea generation, idea screening	1	
Concept development and testing	1	
Marketing strategy development, business analysis	1	
Product development	1	
Test marketing commercialisation	1	
Product life cycle – introduction, growth, maturity and declining stages	3	<b>08</b>

## VI PLACING PRODUCTS

The nature of distribution channels	2	
Channel behaviour and organisation	4	
Channel design decision	3	
Channel management decision	<u>1</u>	<b>10</b>

## UCOM-601 Contd...

<b>VII</b>	<b>INTRODUCTION TO SERVICES MARKETING</b>		
	Nature and Characteristics of Services	1	
	7 p's of services marketing mix	2	
	Marketing strategies of service firms	2	05
<b>VIII</b>	<b>ADVERTISING</b>		
	Major decisions in advertising		07
<b>IX</b>	<b>CURRENT TRENDS IN MARKETING (overview only)</b>		
	Modern Retail Formats	1	
	Etailing	2	
	Digital Marketing	1	04
<b>X</b>	<b>ETHICS IN MARKETING</b>		
	Marketing as a tool of increasing wants	1	
	Deception in advertising	1	
	Degrading human values through over-emphasis on consumption	2	<u>04</u>
			<b>70</b>

### BASIC TEXT:

Philip Kotler, et. Al, **Principles of Marketing** Prentice Hall of India, New Delhi

### REFERENCES:

1. William J Stanton and others, **Fundamentals of Marketing**, McGraw Hill International Edition, Kogakusha
2. Neelamegham, S. **Marketing Management and the Indian Economy**, Vikas Publishing House (P) Ltd., New Delhi.
3. Philip Kotler, et. Al, **Marketing Management**, Prentice Hall of India, New Delhi.

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**Course Objective:** To provide basic knowledge of the provisions of the Indian Contract Act, 1872, and other business laws as amended to date.

<b>I.</b>	<b>THE INDIAN CONTRACT ACT, 1972</b>		
	Definitions and essentials of a contract	3	
	Offer	2	
	Acceptance	2	
	Consideration	3	
	Capacity to contract	3	
	Free consent – coercion and undue influence	1	
	Misrepresentation and fraud	2	
	Mistake	1	
	Legality of object – agreements opposed to public policy	3	
	Void agreements, void contracts, and contingent contracts	2	
	Performance of a contract	3	
	Discharge of a contract	3	
	Breach of contract – remedies	2	
	Quasi contracts	<u>2</u>	<b>32</b>
<b>II</b>	<b>INDEMNITY AND GUARANTEE</b>		
	Contract of indemnity	1	
	Contract of Guarantee – features, kinds, rights and liabilities, discharge of surety	<u>4</u>	<b>05</b>
<b>III</b>	<b>BAILMENT AND PLEDGE</b>		
	Bailment -features, types, duties and rights of bailor and bailee	2	
	Pledge – rights of pledgor and pledgee, Pledge by non-owners	<u>2</u>	<b>04</b>
<b>IV</b>	<b>AGENCY</b>		
	Definitions – creation of agency	3	
	Classification of agents, termination of agency	2	
	Duties, rights and liabilities of an agent	2	
	Duties and rights of principal	<u>2</u>	<b>09</b>
<b>V</b>	<b>SALE OF GOODS ACT</b>		
	Sale and agreement to sell – essentials	2	
	Conditions and warranties	2	
	Transfer of property and risk	2	
	Rights and duties of the buyer	2	
	Rights and duties of the seller	2	
	Rights of unpaid seller	<u>2</u>	<b>12</b>
<b>VI</b>	<b>CONSUMER PROTECTION ACT, 1986</b>		
	1. Background – definitions-consumer, consumer dispute, complaint, deficiency, defect, district forum	1	
	2. Consumer Protection council	1	
	3. Consumer dispute redressal agencies	1	
	4. Procedures on receipt of complaint	1	
	5. Composition of state commission	1	
	6. Composition of national commission	1	
	7. Reflection on the Act	<u>1</u>	<b>08 70</b>

## UCOM-602Contd...

**NOTE:** A detailed analysis of the following legal cases studies to be covered.

1. Offer and Acceptance:
  - Carlil Vs Carbolic smoke ball company
  - Lalman Vs Gauridutt
  - Harvey Vs Facey
2. Consideration
  - Kedarnath Vs Gauri Mohamed
  - Chinnaya Vs Ramayya
3. Stranger to contract
  - Dunlop pneumatic tyre company limited Vs Selfridge & Company limited
4. Capacity to Contract
  - Mohiribibi Vs DharmodasGhose
5. Misrepresentation
  - Derry Vs Peek
6. Mistake
  - Cundy Vs Lindsay
7. Remedies for breach of contract
  - Hadley Vs Baxendale

### **BASIC TEXT:**

1. Kapoor, N.D. **Elements of Merchantile Law**, Sultan Chand & Co. New Delhi.

### **REFERENCES:**

1. Sethna, **Merchantile Law**, Lakshmi Book Depot. Bombay
2. Steven and Boric, **Merchantile Law**, Butterworths, London
3. Avatar Singh, **Merchantile Law**, Eastern Book Company, Lucknow.
4. Bare Acts published by the Government of India
5. Ashwatappa, K., **Legal environment of Business**, Himalaya Publishing House, New Delhi.

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## UCOM-603 AUDITING

5 Credits

**Course Objective:** To impart knowledge about the principles and methods of auditing and their applications in the backdrop of Indian Accounting Standards and Standard Auditing Practices.

### I INTRODUCTION

Meaning and concepts in auditing	01	
Objectives of auditing	03	
Types of audit	03	
Benefits and limitations of auditing.	02	
Auditing process	02	
Basic principles of auditing	01	<b>12</b>

### II PROFESSIONAL AUDITING IN INDIA

ICAI - an introduction to statements of Standard Auditing Practices		
Accounting standards and guidance notes	01	
Auditors duties with regard to them	02	<b>03</b>

### III PLANNING AND CONDUCT OF AUDIT

Audit planning – Stages in planning	03	
Audit programme	01	
Audit working papers	02	<b>06</b>

### IV INTERNAL CONTROLS

Meaning and types	01	
Need and stages in evaluation of internal controls	02	
Internal audit	01	
Internal control with respect to cash, purchases and creditors, sales and debtors	03	<b>07</b>

### V AUDIT OF PAYMENTS

General considerations – wages	02	<b>02</b>
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### VI AUDIT OF RECEIPTS

General considerations – cash sales – receipts from debtors – and other receipts		<b>03</b>
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### VII AUDIT OF PURCHASES

Vouching cash and credit purchases – Forward purchase – purchase returns		<b>02</b>
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### VIII AUDIT OF SALES

Cash and credit sales, sales returns.		<b>03</b>
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### IX AUDIT OF SUPPLIERS LEDGER AND DEBTORS LEDGER

**02**

### X VERIFICATION AND VALUATION OF ASSETS AND LIABILITIES

Fixed Assets, Investments, Stock, Cash, Capital, Debentures, Loans and Outstanding Expenses.		<b>10</b>
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### XI DEPRECIATION AND RESERVES

Auditors duty in relation to depreciation and reserves		<b>03</b>
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## UCOM-603 Contd...

### XII AUDITOR UNDER COMPANIES ACT

Appointment of auditors	02	
Removal of auditors, Qualifications, disqualifications	01	
Rights	02	
Duties	02	
Liabilities	01	<b>08</b>

### XIII AUDITORS REPORT

Types of opinion	02	
Qualifications	01	<b>03</b>

### XIV SPECIAL POINTS IN AUDIT OF DIFFERENT UNDERTAKINGS

Educational Institutions, hotels, clubs, and hospitals		<b>04</b>
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### XV AUDIT OF COMPUTERISED ACCOUNTS

Problems in auditing computerized accounts	01	
Approach to EDP auditing	01	<b>02</b>

**70**

### BASIC TEXT:

1. Kamal Gupta and Ashok Arora, **Fundamentals of Auditing**, Tata Mc.Graw Hill, New Delhi

### REFERENCES:

1. Kamal Gupta, **Contemporary Auditing**, Tata Mc. Graw Hill, New Delhi.
2. Ghatalia, Spicer & Pegler, **Practical Auditing** (Indian Edition), Allied Publishers, New Delhi.
3. Arens & Loebbecke, **Auditing**, Prentice Hall India, New Delhi.
4. Gray & Manson, **The Audit Process**, Van Nostrand Reinhold( International), New York.
5. Study material of ICAI
6. **Chartered Accountant** Journal
7. Tandon, B. N. **A Hand Book of Practical Auditing**, S.Chand & Co., New Delhi.
8. ArunaJha, Auditing, Taxmann

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**UCOM-604 and UCOM-605 ELECTIVES**  
(SYLLABUS GIVEN AT THE END)

5 Credits

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**UCOM-606 COMPUTER PRACTICALS V - : (Data Analytics)**  
**(non- credit and optional)**

**Course objectives:** To familiarise students with the importance and usage of data analytics software.

- i. Concept of data analytics, importance and process.
- ii. Usage of data analytics software

## ELECTIVES

### SEMESTER V

#### E 51 FOREIGN TRADE PROCEDURES

5 Credits

**Course Objective:** To provide knowledge of the procedures related to export and import and their documentation.

I.	Registration of exporters – with regional licensing authorities (IEC number), with export promotion council, with VAT authorities.	03	<b>03</b>
II.	Preliminaries in exporting – What to export? Where to export? Whom to export? How to export? – Trading houses, types and criteria.	02 02 02 02	<b>08</b>
III.	Export contract - Elements of an export contract	04	<b>04</b>
IV.	Export costing and pricing –Costing cum Pricing Sheet, INCO terms, Export Pricing Strategies.	03 02 05	<b>10</b>
V.	Export financing – Pre-shipment credit, Post-shipment credit, Role of Commercial banks and EXIM Bank.	03 03 04	<b>10</b>
VI.	ECGC – Features of Standard Policy.	04	<b>04</b>
VII.	Settlement of claims – methods documentary collection letters of credit, types of letters of credit and negotiation under letter of credit, declaration of export proceeds.	02 02 02 03 01	<b>10</b>
VIII.	Duty Drawback - Rules of inadmissibility, types of rates of drawback (outline theory only), Procedure to claim duty drawback.	01 02 02	<b>05</b>
IX.	Customs clearance of imports Rules of classification, Methods of Customs Valuation.	02 03 03	<b>08</b>
X.	Standard Documents - Meaning, format and usage of the following documents: i. Bill of Lading. ii. Commercial invoice. iii. Certificate of origin. iv. Bill of Entry v. Aligned documentation system - Master Document – I vi. Letter of credit.(done in detail already in chapter VII)	02 01 01 02 02	<b>08</b>
	<b>Total hours</b>	<b>69</b>	



## E 51 FOREIGN TRADE PROCEDURES Contd...

### BASIC TEXTS:

Acharya and Jain, **Export Marketing**

### REFERENCES:

1. G. Albaum, J. Strandkov and E. Duerr, **International Marketing and Export Management**, Pearson Education, England
2. Indian Institute of Banking and Finance, **General Bank Management**, Macmillan, New Delhi
3. Acharya and Jain, **Export Marketing**, Himalaya Publishing House, Mumbai
4. Datey, V.S. **Customs Law and Procedures**, Taxmann, Allied Services Pvt Ltd, New Delhi
5. S. DuttMajumder, **Customs Valuation**, Centax Publications, New Delhi
6. Rakesh Mohan Joshi, **International Marketing**, OUP, New Delhi
7. **Nabhi's Exporter's Manual and Documentation**, Nabhi Publications, New Delhi

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## E52 FUNDAMENTALS OF INSURANCE

5 Credits

**Course Objective:** To provide a basic understanding of the different types of insurance and their operation.

<b>1. RISK MANAGEMENT:</b>		
i. Definition of risk; types of risks;	01	
ii. Risk management process	02	
iii. Insurance as a method of risk transfer	01	04
<b>2. PRINCIPLES OF INSURANCE:</b>		
i. Insurance as compared to wagering contracts;		
ii. Insurance on indemnity basis or on "benefit" basis;	01	
iii. Insurable risks;	01	
iv. Insurable interest;	01	
v. Utmost good faith; disclosure of material facts;	02	
vi. Proximate cause;	02	
vii. Due diligence;		
viii. Coinsurance, condition of average and contribution;		
ix. Salvage and subrogation rights;	01	08
<b>3. INSURANCE CONTRACT:</b>		
i. Proposal and acceptance, formation of contract;		
ii. Sum insured and reinstatement of cover;	01	
iii. Duration of contract;		
iv. Premium;	01	
v. Policy conditions, clauses and warranties, endorsements;		
vi. Dispute resolution clause;	03	05
<b>4. TYPES OF INSURANCE:</b>		
A. Life insurance:		
i. Ordinary life;		
ii. Annuities and pension plans;		
iii. Unit-linked products.	01	
B. General insurance:		
i. Insurance of property;		
ii. Insurance of profits;		
iii. Insurance of liability.	01	
C. Enumeration of important classes of general insurance.	01	03
<b>5. FUNCTIONS IN INSURANCE BUSINESS:</b>		
A. Marketing (overview)		
a. Identification of consumer needs		
b. Product Design		
c. Planning marketing channels	01	
B. Underwriting:		
i. Evaluation of proposal;		
ii. Acceptance or rejection;		
iii. Introduction of conditions limiting cover or deductibles or franchise;		
iv. Pricing of the contract;	04	

## E52 FUNDAMENTALS OF INSURANCE Contd...

C.	Claims processing and settlement:		
	i. Response to first intimation of loss;		
	ii. Determination of liability for the loss under the policy;		
	iii. Survey and assessment of the loss;		
	iv. Examination of compliance with policy conditions and warranties;		
	v. Basis of determining the amount payable and the settlement process;		
	vi. Salvage, recovery under subrogation;		
	vii. Defence of insured's liability in respect of liability insurance contracts;	04	
D.	Accounts and internal audit;		
E.	Investments – An overview;		
F.	Policyholders servicing.		
G.	Reinsurance – An overview:		
	i) Concept and need for reinsurance;		
	ii) Nature of reinsurance contracts and parties to the contract;	02	11
<b>6.</b>	<b>MATHEMATICAL BASIS OF INSURANCE (BROAD OVER-VIEW ONLY):</b>		
	A. Life insurance:		
	i. Mortality and morbidity tables;		
	ii. Premium pricing;		
	iii. Actuarial Valuation of liability;	04	
	B. General insurance:		
	i. Statistical basis of premium rating;		
	ii. Frequency of claims occurrence and distribution of claims by quantum;		
	iii. Composition of premium;		
	iv. Tariffs and non-tariff business;	05	09
<b>7.</b>	<b>LIFE INSURANCE</b>		
	i. Nature of life insurance	01	
	ii. Types of life insurance policies and their features;	01	
	iii. Premium payment;	01	
	iv. Benefit payments, bonus declaration and payment;	01	
	v. Nomination and Assignment;	01	
	vi. Underwriting	01	
	vii. Important policy conditions and legal aspects;	01	
	viii. Policyholder servicing	01	08
<b>8.</b>	<b>FIRE INSURANCE</b>		
	i. Risks covered and important exclusions in SFSP policy	02	
	ii. Types of insurance policies and their features;	01	
	iii. Basis of sum insured and premium payment;		
	iv. Basis of claims settlement;	01	
	v. Underwriting	01	
	vi. Important policy conditions and warranties;		
	vii. Policyholders servicing	02	07
<b>9.</b>	<b>MARINE CARGO INSURANCE</b>		
	i. Risks covered and important exclusions under ICC(A),(B),(C) clauses	03	
	ii. Types of insurance policies and their features;	01	
	iii. Basis of sum insured and premium payment;	01	
	iv. Basis of claims settlement;	01	

## E52 FUNDAMENTALS OF INSURANCE Contd...

v.Underwriting	01	
vi.Important policy conditions and warranties;	01	
vii.Policyholders servicing	<b>01</b>	<b>09</b>
<b>10.    MOTOR INSURANCE</b>		
i.Risks covered and important exclusions;	03	
ii.Types of insurance policies and their features;	01	
iii.Basis of sum insured and premium payment;	01	
iv.Basis of claims settlement;	01	
v.Underwriting	01	
vi.Important policy conditions and warranties;	01	
vii.Policyholders servicing	01	
viii.Motor Vehicles Act( an overview)		
ix. Motor Accident Claims Tribunals( an overview).	01	<b>10</b>
		<b>74</b>

**BASIC TEXT:** Publications of the Insurance Institute of India.

### REFERENCES:

1. Tyagi, C.L. and Madhu Tyagi, **Insurance Law and Practice**, Atlantic Publishers, New Delhi.
2. Emmet Vaughan and Therese Vaughan, **Essentials of Risk Management**, John Wiley and Sons, New Delhi.
3. Kenneth Black and Harold Skipper, **Life and Health Insurance**, Pearson Education, New Delhi.
4. Scott Harrington and Bregory Neihaus, **Risk Management and Insurance**, Irwin- McGraw Hill, New Delhi.

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## E 53 METHODS OF COSTING

5 Credits

**Course Objective:** To provide an understanding of various methods of costing used in different industries.

<b>I</b>	<b>SINGLE OR OUTPUT COSTING</b>		
	Features and objects of output costing, cost collection, treatment of Work in progress, and scrap under output costing	1	
	Cost sheet involving calculation of missing information	2	
	Output as applied to specific industries	2	
	Preparation of comparative cost sheet	2	
	Preparation of tender statements	<u>3</u>	<b>10</b>
<b>II</b>	<b>JOB AND BATCH COSTING</b>		
	Definition & features of job costing, procedure of job costing, Accounting system under job costing	1	
	Preparation of job cost sheet, advantages and disadvantages, Treating of spoilage & defectives under job costing	4	
	Batch costing – advantages & disadvantages,	1	
	Determination of economic batch quantity	1	
	Preparation of batch cost sheet	<u>3</u>	<b>11</b>
<b>III</b>	<b>CONTRACT COSTING</b>		
	Features of contract costing – procedure of contract costing	1	
	Preparation of completed contract account	1	
	Preparation of incomplete contract account involving calculation of missing information	2	
	Preparation of comparative contract account	1	
	Preparation of contract account when trial balance is given	2	
	Preparation of balance sheet		
	Preparation of long term contract, preparation of contractee's account	2	
	Preparation of contract account when near the stage of completion	2	
	Accounting standard – AS 7	<u>2</u>	<b>13</b>
<b>IV</b>	<b>PROCESS COSTING</b>		
	Types of process costing, definition and features of process costing	1	
	Differences between job and process costing	1	
	Recording of elements of costs in process costing, advantages & disadvantages of process costing	1	
	Preparation of simple process cost account	1	
	Treatment of normal loss, abnormal loss and Abnormal gain in process account	1	
	Preparation of process accounts with normal loss, abnormal loss and abnormal gain	2	
	Preparation of process account with opening and closing stocks	2	
	Inter process profits	1	
	Equivalent production - FIFO and average methods	<u>4</u>	<b>14</b>
<b>V</b>	<b>JOINT PRODUCTS AND BY PRODUCTS</b>		
	Definition & features of joint products, co-product and minor products	1	
	Treatment of joint cost of joint products - physical unit method, Sales value method, weighted average cost method, average unit cost method	4	
	Definition, features of by-products, differences between joint products & by-products	1	
	Treatment of by-products: Cost and non-cost methods	<u>1</u>	<b>07</b>

## E 53 METHODS OF COSTING Contd....

<b>VI</b>	<b>OPERATING COSTING</b>		
	Definition and features of operating costing	1	
	Transport costing	4	
	Hotel costing – lodging	<u>2</u>	<b>07</b>
<b>VII</b>	<b>COST LEDGER ACCOUNTING</b>		
	Interlocking system, ledgers and accounts maintained under Interlocking system	1	
	Preparing of accounts and posting of entries under interlocking system (only theory)	2	
	Reconciliation of cost and financial accounts – causes for differences between financial and cost accounts.	1	
	Preparation of reconciliation statements	<u>2</u>	<b>06</b>
<b>VIII</b>	<b>Activity based costing</b>		
	Concept of activity based costing, characteristics,	3	
	Development of ABC system – implementation of ABC system, benefits,		
	When to use ABC system; Problems on ABC technique	4	<b><u>07</u></b>
			<b>75</b>

### BASIC TEXTS:

1. **Cost & Management Accounting by Jain & Nagrang, Kalyani Publishers, New Delhi**

2. **Cost Accounting by Jawahar Lal & Agarwal**

### REFERENCES:

1. Colin Drury, **Costing – An Introduction**, International Thompson Publishing, London.
2. Cima, **Cost Accounting (Stage – 2)** – Study Text.
3. Matz, Curry & Frank, **Cost Accounting**, South Western Publishing Company, Chicago.
4. Wheldon, **Cost Accounting**, ELBS, Plymouth.
5. Horngren, Charles T., Foster and Datar, **Cost Accounting – A Managerial Emphasis**, Prentice Hall of India, New Delhi.
6. Prasad, N.K. **Principles and Practice of Cost Accounting**, Book Syndicate.
7. Lal, B.M. Nigam and Sharma G.L. **Theory and Techniques of Cost Accounting**, Himalaya Publishing House, Bombay.

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## E 54 ADVANCED ACCOUNTANCY

5 Credits

**Course Objective:** To gain a deeper understanding of advanced accounting topics.

### I BRANCH ACCOUNTS

Debtors system	5	
Stock and debtors system	8	
Wholesale and independent branches	5	18

### II FOREIGN CURRENCY TRANSLATION

Accounting for foreign branches based on AS 11	4	04
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### III HOLDING COMPANY ACCOUNTS

Preparation of consolidated balance sheet - problems involving one direct subsidiary only (excluding Cross holdings) including adjustments on Inter-Company Owings, acquisition of preference shares, debentures, past dividends, bonus issues, and revaluation of assets problems as per AS21		22
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### IV INTRODUCTION TO ACCOUNTING STANDARDS

Contingencies Prior period adjustments and extra ordinary events; events after balance sheet date. AS 4, AS 5, and AS 29	6	06
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### V DEVELOPMENTS IN ACCOUNTING (CONCEPTS ONLY)

A) Interim reporting	2	
B) Corporate social reporting	2	
C) Accounting for financial instruments	2	
D) Segment reporting	2	
E) ESOP accounting	2	10

### VI INSURANCE COMPANY ACCOUNTS

Preparation of final accounts of life insurance companies	4	
Preparation of final accounts of general insurance companies fire & marine insurance	4	08

### VII ETHICAL ISSUES IN ACCOUNTING:

a) Window dressing	2	
b) Disclosure	2	04

**Total hours 72**

### BASIC TEXTS:

1. Gupta, R.L. & Radhaswamy, M., **Advanced Accountancy** - Volume II, Sultan Chand & Sons, New Delhi
2. Shukla, Grewal and Gupta, **Advanced Accountancy**, S. Chand & Co., New Delhi.

### REFERENCNCES:

1. ICAI, **Compendium of Statements and Standards of Accounting**, ICAI.
2. Rawat D.S, **Students guide to Accounting Standards**, Taxmann. Allied Services Pvt., Ltd, New Delhi.
3. **Chartered Accountant** journal

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## UCOM E55 ESSENTIALS OF E-COMMERCE

5 credits

**Objectives:** To familiarize the student with the mechanism for conducting business transactions through electronic means, appreciate internet technology and its infrastructure and understand the methodology for carrying on online business dealings.

<b>I Introduction:</b> Meaning, nature, concepts, advantages and reasons for transacting online, categories of E-Commerce.	6
<b>2: Planning Online Business:</b> Nature and dynamics of the internet, pure online vs brick and click business; assessing requirement for an online business; designing, developing and deploying the system, one to one enterprise.	9
<b>3. Technology for Online Business:</b> Internet, IT infrastructure, middleware, contents, text and integrating e-business applications.	9
<b>4. Mechanism of making payment through the internet:</b> Online payment mechanism, Electronic payment systems; Payment Gateways; Visitors to website; tools for promoting websites; Plastic money; Debit card, Credit card.	8
<b>5. Laws relating to online transactions:</b> Salient features	6
<b>6. Applications of E Commerce:</b> E-Commerce applications in manufacturing, wholesale, retail and services sector.	9
<b>7. Virtual existence:</b> Concept, advantages and pitfalls of Virtual organization, workforce, work zone and workspace and staff less organization.	8
<b>8. Designing an E-Commerce model for a middle level organization:</b> Conceptual design, description of transaction handling, infrastructure and resources required and system flow chart	9.
<b>9. Security in E Commerce:</b> Digital signatures, network security, Data encryption with secret keys. Data encryption with public keys.	8
	<b>72 hrs</b>

### Suggested Textbooks:

1. Amor Daniel –E Business R (Evolution)Prentice Hall, New York
2. Greenslein&Feinman: Electronic Commerce, TMH
3. David Whiteley: E-Commerce, strategy, Technologies and applications, TMH
4. Joseph P T: E-Commerce A managerial perspective, PHI
5. Elias M Awad: Electronic Commerce – from vision to fulfillment, PHI



## SEMESTER VI

### E61 MANAGEMENT OF INTERNATIONAL BUSINESS

5 Credits

**Course objective:** To provide knowledge of different functional aspects of International Business.

#### 1. Global Operations Management

- Meaning of Operations Management 2
- Advantages and Disadvantages of Manufacturing vs Outsourcing 3
- Factors affecting Centralised vs Decentralised Manufacturing 3
- Global Logistics – Factors differentiating Global Logistics from domestic logistics, Modes of Transportation in Global Logistics, Third Party Logistics (3PL) 2 **10**

#### 2. Global Human Resource Management

- Types of Global Staffing Policies 5
- Training and management development 2
- Types of Global Performance Appraisal 2
- Global Compensation, Components of Compensation, Compensation Practices 3 **12**

#### 3. Global Marketing Management

- Factors affecting Product Attributes 2
- Factors affecting Distribution Strategy 2
- Factors affecting Pricing Strategy 2
- Factors affecting Marketing Communications Strategy 2 **8**

#### 4. Global Financial Management

- Basics of International Capital Budgeting and simple problems 10
- Factors affecting Country Risk 1
- Global Money Management – Objectives and Techniques 3
- Types of foreign exchange exposure –strategies to minimize exposure (brief discussion) 3 **17**

#### 5. Legal Aspects of International Law

- Sources of International Law 2
- Brief discussion on TRIPS, TRIMS and GATS framework 3
- Types of Intellectual Property Rights – Trademarks, Copyrights, Geographical Indications 3
- Patents, types of patents, process of obtaining patents 2 **10**

## E61 MANAGEMENT OF INTERNATIONAL BUSINESS Contd...

### 6. Management of International Taxation

- Principles of International Taxation 2
  - Double Taxation Relief 1
  - Overview of Tax Havens 1
  - Transfer Pricing and Tax Planning 2
- 6**

### 7. Problems and case studies

**10**  
**73**

#### BASIC TEXT:

1. Charles Hill, International Business, McGraw Hill, New York.
2. Vinod .V. Sople, Managing intellectual Property, Prentice Hall, New Delhi.

#### REFERENCES:

1. G.Albaum, J. Strandkov and E. Duerr, **International Marketing and Export Management**, Pearson Education,England
2. Rakesh Mohan Joshi, **International Marketing**, OUP,New Delhi
3. Malcom L.Shaw, International Law,Cambridge University Press, New York.

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## **E62 REGULATION AND MANAGEMENT OF INSURANCE 5 Credits**

**Course Objective:** To provide an understanding of the statutory and regulatory framework of insurance and managerial issues facing insurance companies in India.

<b>1. EVOLUTION AND GROWTH OF INSURANCE INDUSTRY IN INDIA:</b>			
i) History of the Indian insurance industry;	02		
ii) Progress from private sector to social control, nationalization and again opening up to private sector;	02		
iii) Insurance density and insurance penetration;			
iv) Rural and social sector, micro-insurance;			
v) Agricultural insurance.	01	05	
<b>2. ORGANISATION OF THE INSURANCE MARKET AND VARIOUS ENTITIES ACTIVE IN THE MARKET:</b>			
i) Insurers;			
ii) Agents, brokers, bancassurance;	02		
iii) Third Party Administrators;			
iv) Surveyors and loss adjusters;	01		
v) Ombudsmen and LokAdalats;	02	05	
<b>3. REGULATION OF THE INSURANCE INDUSTRY:</b>			
i) IRDA	01		
ii) Insurance laws and regulations – provisions relating to:			
a) Registration or licensing of entities;			
b) Constitution, financial strength, solvency;			
c) Separation of funds, annual accounts and valuation of liabilities;			
d) Investment of funds;			
e) Management;			
f) Control on expenses;			
g) Policyholders' protection;			
h) Transfers, winding up;			
i) Insurance Associations and self-regulation;			
j) Tariffs and detariffication;			
k) Reinsurance;			
l) Rural and social sector obligations.	09	10	
<b>4. INSURANCE ACCOUNTS AND SOLVENCY MARGIN:</b>			
i) Accounting Principles (Theory)	03		
ii) Structure of accounts;	03		
iii) Maintenance of solvency margin;	02	08	
<b>5. INSURANCE OFFICE ADMINISTRATION AND MANAGEMENT CONTROLS:</b>			
i) Structure of an insurance organization;	01		
ii) Basic reporting to management;	02		
iii) Important performance indicators.	02	05	
<b>6. MARINE INSURANCE OTHER THAN CARGO:</b>			
i) Risks covered and important exclusions;	02		
ii) Types of insurance policies and their features;			
iii) Basis of sum insured and premium payment;			
iv) Basis of claims settlement;	02		
v) Underwriting			
vi) Important policy conditions and warranties;			
vii) Policyholders servicing	02	06	

## E62 REGULATION AND MANAGEMENT OF INSURANCE Contd...

### 7. LIABILITY INSURANCES:

i)	Risks covered and important exclusions;	01	
ii)	Types of insurance policies and their features;	01	
iii)	Basis of sum insured and premium payment;		
iv)	Basis of claims settlement;	01	
v)	Underwriting	01	
vi)	Important policy conditions and warranties;	01	
vii)	Policyholders servicing		
viii)	Public Liability Insurance Act.	01	06

### 8. HEALTH INSURANCES:

i)	Risks covered and important exclusions;	01	
ii)	Types of insurance policies and their features;	01	
iii)	Basis of sum insured and premium payment;		
iv)	Basis of claims settlement;	01	
v)	Underwriting	01	
vi)	Important policy conditions and warranties	01	
vii)	Policy holder's servicing	01	06

### 9. AN OVERVIEW OF ENGINEERING AND RURAL INSURANCE 02

### 10. REINSURANCE:

i)	Retentions and reinsurance;	01	
i)	Types of reinsurance;	04	
iii)	Reinsurance terms;	01	
iv)	Reinsurance administration.	01	07

### 11. RECENT TRENDS IN INSURANCE (Overview)

i.	Issuance of electronic policies		
ii.	Insurance Repository		
iii.	Nuclear Pool, Motor Declined Risk pool		
iv.	Financial inclusion through insurance		04

### 12. VALUES AND ETHICS IN INSURANCE BUSINESS

i)	Denial of coverage		
ii)	Denial of claims	01	
iii)	Ethics in insurance marketing	01	02

### 13. Cases and Problems 06 72

#### BASIC TEXT:

Publications of the Insurance Institute of India.

#### REFERENCES:

1. Tyagi, C.L. and MadhuTyagi, **Insurance Law and Practice**, Atlantic Publishers, New Delhi.
2. Emmet Vaughan and Therese Vaughan, **Essentials of Risk Management**, John Wiley and Sons, New York.
3. Kenneth Black and Harold Skipper, **Life and Health Insurance**, Pearson Education, New Delhi.
4. Scott Harrington and BregoryNeihaus, **Risk Management and Insurance**, Irwin- McGraw Hill, New Delhi.

## E63 MANAGEMENT ACCOUNTING

5 Credits

**Course Objective:** To gain knowledge of the application of accounting techniques for management decision making.

<b>I</b>	<b>INTRODUCTION</b>		
	Meaning and scope of management accounting	1	
	Difference between management accounting & financial accounting	1	
	Difference between management accounting & cost accounting	2	
	Cost control, Cost reduction and Cost Management	<u>1</u>	
	Introduction to Transfer pricing (overview only)	1	<b>06</b>
<b>II</b>	<b>ANALYSIS &amp; INTERPRETATION OF FINANCIAL STATEMENTS:</b>		
	Horizontal and vertical analysis of financial statements	1	
	Ratio analysis, importance and limitations	1	
	Liquidity ratios, activity ratios	1	
	Profitability ratios	2	
	Solvency/leverage ratios	1	
	Dupont analysis	1	
	Problems on computation of ratios and interpretation	5	
	Problems on preparation of financial statements from ratios	<u>5</u>	<b>17</b>
<b>III</b>	<b>CASH FLOW STATEMENT: AS 3</b>	2	
	Problems	<u>6</u>	<b>08</b>
<b>IV</b>	<b>CVP ANALYSIS</b>		
	Meaning of CVP, contribution margin, p/v ratio,		
	Break Even Point, operating leverage, margin of safety	1	
	Approaches to CVP-equation method & unit contribution		
	Method ; break even chart	1	
	Assumptions, limitations & applications of CVP	1	
	Problems	6	
	Decision making – relevant cost, sunk cost, opportunity cost,		
	cost of prediction error	1	
	Dropping a product line/department	2	
	Special offer pricing	2	
	Make or buy decision	2	
	Depth of processing	2	
	Equipment replacement	2	<b>20</b>
<b>V</b>	<b>STANDARD COSTING</b>		
	Limitations of historical costing, definitions	1	
	Steps and process of developing standards	1	
	Types, advantages and disadvantages of standard costs	1	
	Variance analysis:		
	Material cost, price, usage, mix and yield variances	1	
	Problems	3	
	Labour cost, rate, efficiency, mix yield, idle time variance	1	
	Problems	3	
	Variable overheads total, spending and efficiency variance		
	Fixed overheads total, expenditure, volume, efficiency and		
	Capacity variance (theory only)	1	
	Comprehensive problems (excluding overheads )	2	<b>14</b>
<b>VI</b>	<b>BUDGETS AND BUDGETARY CONTROL :</b>		
	Meaning and types of budgets	1	
	Budget process	1	
	Preparation of cash budget and master budget	6	<b>08</b>
			<b>73</b>

## **E63 MANAGEMENT ACCOUNTING Contd...**

### **BASIC TEXTS:**

1. Gupta, R.L. & Radhaswamy, M., **Advanced Accountancy Vol II**, Sultan Chand & Sons, New Delhi
2. Khan, M Y & Jain, P K., **Management Accounting**, Tata Mc Graw Hill, New Delhi.

### **REFERENCES:**

1. Pandey, I.M. **Management Accounting**, Vikas, New Delhi.
2. Ciaran Walsh, **Key Management Ratios**, Macmillan India Limited, New Delhi.
3. Colin Drury, **Management and Cost Accounting**, Thompson Learning, New Delhi.
4. Weygandt et al., **Accounting Principles**, John Wiley & Sons, New York.
5. Shane Moriarity and Carl. P. Allen, **Cost Accounting**, Harper & Row, New York.
6. Bullock et al., **Accountant's Cost Handbook**, John Wiley & Sons, New York.
7. Ronald Hartley, **Cost and Managerial Accounting**, Allyn & Brown
8. Taxmann, **Accounting and Analysis – The Indian Experience**, Taxmann
9. Charles Gibson, **Financial Reporting**, South Western College Publishing, USA.
10. D R. Hansen and M M Mowen, **Cost Management**, South Western College Publishing, USA.
11. Jawahar Lal, **Advanced Management Accounting**, S. Chand and Co., New Delhi

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## E64 INVESTMENT ANALYSIS

5 Credits

**Course Objective:** To provide an understanding of the working of capital markets in India and equip students with the basic skills in security analysis and portfolio management

### I INTRODUCTION

Investment - definition	1	
Investment Vs speculation Sources of investment Information	1	
Basics of personal finance	1	
Life time financial planning	1	
		<b>04</b>

### II INVESTMENT SPRECTRUM

a) Financial securities - shares – bonds saving certificates – government securities money market securities - derivatives	2	
b) Non securitised financial investments - deposits - tax sheltered savings schemes life insurance	2	
c) Mutual funds – Advantages of investing through Mutual Funds – Factors to be considered while choosing different funds	2	
d) Real assets - residential property, gold, silver precious Stones - art objects.	2	
		<b>08</b>

### III SECURITIES MARKET (OVER VIEW ONLY)

Primary market - secondary market - stock exchanges –SEBI guidelines- reading the finance page - stock market indices – interpreting news items, economic and other data	3	
		<b>03</b>

### IV RISK AND RETURN

Security returns - meaning and calculation - risk categories and measurement of risk risk return trade off - risk reduction through diversification	4	
		<b>04</b>

### V. ASSET ALLOCATION AND CREATION OF A PORTFOLIO

Specification of investment objectives and constraints-selection of asset mix formulation of portfolio strategy – selection of securities – portfolio execution portfolio rebalancing -performance evaluation	5	
		<b>05</b>

### VI INVESTING IN COMMON STOCK:

a) Fundamental analysis - economic analysis - effect of economic variables on stock investment decision	4	
b) Industry analysis - industry classification - industry life cycle - evaluating relevant industry related factors.	4	
c) Company analysis - Use of financial and non-financial parameters – analysis with the examples from automobiles, FMCGs, telecommunication, Hospitals/health-care, infrastructure and pharmaceuticals	6	
d) Technical analysis - Dow theory - tools of technical Analysis – bar and line chart, point and figure chart - moving Average – relative strength analysis - breadth of the market - interpreting patterns – head & shoulders, double top and descending triangle only	8	
e) Stock selection techniques	2	
f) Valuation of common stock (problems)	4	
		<b>28</b>

Contd..

## E64 INVESTMENT ANALYSIS Contd...

### VII INVESTING IN FIXED INCOME SECURITIES

Strategic role of bonds - risk in holding fixed income securities	2
Yield curve hypothesis	3
Bond management strategies - buy and hold - bond ladder strategy	2
Semi active management strategy - active bond management - swap and repos	2
Macaulay's Duration, Modified Duration and Immunization (problems)	3
Valuation of debt securities - current yield and yield to maturity - Problems	3
	<b>15</b>

### VIII DERIVATIVES:

Using derivatives as an investment tool	1
Concept of mark to market and Margin	2
Use of futures and options to manage risk and optimize return	2
Option Strategies – Protective Put - covered Call – Straddle – Spread – Collar	3
	<b>08</b>

**Total Hours 75**

### BASIC TEXT:

Donald E. Fisher and Ronald J. Jordan, **Security Analysis and Portfolio Management**, Prentice Hall, India.

### REFERENCES:

1. Russell J. Fuller and James L. Farrell, **Modern Investment and Security Analysis**, Mc Graw Hill International, 1987.
2. William P. Sharpe, Gordon, J. Alexander, Jeffery V. Bailey, **Investments**, Prentice Hall, New Delhi..
3. Herbert B. Mayo, **Investments - An Introduction**, The Dryden Press, HBC Publishers.
4. Prasanna Chandra, **The Investment Game - How to Win**, Tata McGraw Hill Publishers, New Delhi.

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**Objective:** To gain an understanding of retail trade and its management

<b>I Retailing:</b> Concept, Importance, Functions, Development of Retailing in India, Factors determining growth of retailing in India, Role of retail in nation's economy	5
<b>II Retail Characteristics:</b> Price-Cost trade off; types of merchandise – variety, assortment, services; cost of offering – breadth and depth of merchandise and services.	7
<b>III Retail Formats:</b> Concept, Classification, Multi-channel retailing, Types of ownership, Current Indian scenario.	7
<b>IV Dynamics of retailing:</b> Location, Target market, Product mix, manpower, Logistics and supply chain, Warehousing, Vendor management, Franchising.	7
<b>V Pricing:</b> Importance of retail pricing, Factors affecting retail pricing, Approaches to product pricing	7
<b>VI Promotion:</b> Need and objectives of promotional mix in retailing, Promotional mix and strategy development.	5
<b>VII Store management and retail layout:</b> Store planning, location planning, Principles of design, retail image mix, space mix effective retail space management, store layout, floor space management, visual merchandising and displays.	7
<b>VIII Role of Information technology in retailing</b>	5
<b>IX Merchandise management:</b> Meaning, organizing the buying process, setting objectives for the merchandise plan, sales forecasting, assortment planning, sourcing decisions, private labels	7
<b>X Customer relationship management:</b> Concept, Importance of CRM, Characteristics of a well designed CRM programme, Implementation of CRM	7
<b>XI Legal aspects:</b> Laws affecting retailing, Taxation aspects	7
	71 hrs

**Suggested textbooks:**

1. Madaan: Fundamentals of retailing, TMH
2. Michael Levy and Barton Weitz: Retailing Management, TMH
3. Gibson Vedamani, Retailing Management, Jaico Publishing House, Mumbai
4. Dunne Lusch, Retail Management, South Western Cengage Learning