

PONDICHERRY UNIVERSITY
DEPARTMENT OF COMMERCE
SCHOOL OF MANAGEMENT



REGULATIONS AND SYLLABUS
FOR

M. COM (BUSINESS FINANCE)

(CBCS) DEGREE PROGRAMME

[FOR THE YEAR 2021-22 ONWARDS]

**DEPARTMENT OF COMMERCE, PONDICHERRY UNIVERSITY
SCHOOL OF MANAGEMENT
M. COM (BUSINESS FINANCE) (CBCS) DEGREE PROGRAMME
LIST OF COURSES OFFERED**

(APPLICABLE FROM THE ACADEMIC YEAR 2021-22 ONWARDS)

Semester	Course Code	Title of the Paper	Hard/Soft	Credit
I	1	Income Tax Law and Practice	H	4
	2	Statistics for Business Decisions	H	4
	3	Financial Management	H	4
	4	Financial Institutions and Instruments	H	4
	5	Soft Core 1	S	3
	6	Soft Core 2	S	3
	7	Soft Core 3	S	3
	8	Soft Core 4	S	3
II	1	GST and Customs Law	H	4
	2	Financial Mathematics	H	4
	3	Decisions Accounting	H	4
	4	Financial Modeling	H	4
	5	Soft Core 1	S	3
	6	Soft Core 2	S	3
	7	Soft Core 3	S	3
	8	Soft Core 4	S	3
III	1	Organizational Behavior	H	4
	2	Investment & Portfolio Management	H	4
	3	Computer Aided Multivariate Data Analysis	H	4
	4	Corporate Finance Lab	H	4
	5	Soft Core 1	S	3
	6	Soft Core 2	S	3
	7	Soft Core 3	S	3
	8	Soft Core 4	S	3
IV	1	International Finance	H	4
	2	Equity Derivatives	H	4
	3	Behavioral Finance	H	4
	4	Soft Core 1	S	3
	5	Soft Core 2	S	3
	6	Soft Core 3	S	3
	7	Soft Core 4	S	3
	8	Soft Core 5	S	3

POOL OF SOFT CORE COURSES

(APPLICABLE FROM THE ACADEMIC YEAR 2021-22 ONWARDS)

(The Department of Commerce would offer courses from the pool of soft core courses to both BF and AT students depending upon the need of students and availability of professors)

Management and Decisions			
Course Code	Title of the Paper	Soft/Hard	Credit
Management and Decision			
1	Managerial Economics	S	3
2	Marketing Management	S	3
3	Human Resource Management	S	3
4	Strategic Management	S	3
Decision Tools and Techniques			
5	Machine Learning for Financial Decisions	S	3
6	Business Analytics for Decision Making	S	3
7	Principles of Artificial Intelligence	S	3
8	Computer applications in business	S	3
9	Research Methodology	S	3
Investment and Risk Management			
10	Stock and Forex Trading Lab	S	3
11	Multinational financial management	S	3
12	Project Management	S	3
13	Commodity derivatives markets & applications	S	3
14	Corporate Tax Planning and Management	S	3
Finance and Management			
15	Merchant Banking and Financial Services	S	3
16	Corporate Governance	S	3
17	Strategic Financial Management	S	3
18	Project and Entrepreneurial Finance	S	3
Students Choice (Only up to III semester)			
19	Value added courses	S	3
20	Project / Internship and Viva	S	3
21	Softcore courses from Other Departments	S	3

**M.COM (BUSINESS FINANCE) DEGREE PROGRAMME
REGULATIONS
EFFECTIVE FROM THE ACADEMIC YEAR 2020-21 BATCH ONWARDS**

AIM OF THE COURSE: The course aims at specializing in specific areas of core competence of Commerce studies i.e. Business Finance. This is an area where commerce students have edge over others. It is designed to impart in depth knowledge and professional skills required for handling the finance related activities of business entities and corporate enterprises.

ELIGIBILITY OF ADMISSION: Any B.Com degree with a minimum of 50% marks.

DURATION OF THE COURSE: The normal duration of the course is two years spread over four semesters. The student has to earn minimum 90 credits to complete the course.

MEDIUM: The Medium of instruction shall be English

COURSE STRUCTURE:The Course Structure comprises of **Hard Core (60 Credits)** and Soft Core (Minimum 12 Credits). A student is required to **earn at least 72 credits** to complete the course

EXAMINATION: Choice Based Credit System (CBCS) is followed in the department. The performance evaluation is based on grading. Grades are awarded at the end of each semester. The final Cumulative Grade Point Average is calculated based on the Grades obtained during the semester exams with the appropriate weightage based in respect of credits.

DISTRIBUTION OF MARKS BETWEEN INTERNAL AND END SEMESTER EXAMINATION:

Internal Assessment - 40 marks **End Semester Examination** – 60 marks

Internal Assessment: Internal Assessment is continuous and comprises of 40 marks. The assessment is based on:

- i. Internal Test 1 : 15 Marks
- ii. Internal Test 2 : 15 Marks
- iii. Assignment, seminar, quiz etc. : 10 Marks

(The respective teacher can decide on the distribution of marks between seminar, assignment, quiz etc., out of 10 marks)

End Semester Examinations: The end semester examinations **will be held for 100 marks and converted to 60 Marks**, consisting of Theory, problems and practical depending upon the papers taught and question paper is set and valued by the concerned course teacher himself or herself. After declaration of results within seven days, students can approach the concerned course teacher and inspect the papers valuation. In case if any student is not satisfied with the valuation, they can apply to head of the Department after paying the

prescribed fees for revaluation. The head of the department would follow the University regulation for revaluation.

PASSING CONDITION: The students should have a minimum of 40% marks in the End Semester Examination and a minimum of 50% marks in the internal and external put together to pass the examination. There are no minimum pass marks in internals assessment examination.

The failed and absentees of end semester examinations get a chance to write the examination **in the semester when the paper is offered not before**. Those who are not allowed to attend the examination due to shortage of attendance have to repeat **the same course after completing the two years**.

END SEMESTER EXAMINATIONS QUESTION PAPER PATTERN

Time: 3 Hours

Maximum Marks: 100

PART – A

(5 X 4 = 20 marks) - Answer All questions. .

Objective:

- To test the conceptual understanding and subject Knowledge of students.

Rules:

- Questions should be from all Units of syllabus.
- Reproduction of words from syllabus in question should be avoided
- Both problems and theory questions can be asked.

PART-B

(5 X 12 = 60 marks) –EITHER OR type of questions.

Objective:

- To test the capability of application of concepts understood or knowledge acquired;

Rules:

- It is EITHER OR type of questions.
- Answers to these questions should be from independent thinking of students (there should not be any text book answers.
- Each Unit should have two questions in EITHER OR type; both questions are expected to be application of concepts learned by students.
- **Direct** Problems should not be asked in case of quantitative papers; application of concepts are to be asked (For example: i) Ratio analysis; students should be asked to write report to be submitted to Management on the financial performance through the calculated ratios; ii) Statistical Techniques: Students may be asked to use the calculated mean, standard deviation, probability for taking business decisions.)

PART – C

(1 X 20 = 20 Marks)- Case Study/Computer Based Practical/Skill Based Question

Objective:

- To test the skill acquired / use of computer in solving problems/ capacity of understanding the situation and take decisions.

Rule:

- In case of quantitative papers, students can be asked to solve the problems through

- computer (For example; Income Tax paper: question can be given to prepare online ITR in computer; in case of Portfolio Management: question can be given to form a portfolio through various online resources available.)
- In case of theory papers, students can be given live cases from current economic/stock market/financial/accounting situations

MAXIMUM NUMBER OF YEARS PERMITTED AFTER COMPLETION OF SEMESTER IV TO COMPLETE THE COURSE:

Two years under CBCS regulation.

GUIDELINES TO DEAL WITH ATTENDANCE SHORTAGE: The Students are permitted to proceed to the next semesters without break. Under this scheme, the students should repeat papers of the semester in which attendance shortage occurred whenever the paper is offered after completion of IV semesters. The minimum attendance requirement is 70% in each semester to recommend the student for writing the end semester examinations.

ODD SEMESTER

FIRST SEMESTER

I 1 INCOME TAX LAW AND PRACTICE

Hard Core

4 Credits

Prerequisites	Knowledge on Income Tax Act
Learning Objectives	To create the capacity of the stakeholder to manage various tax issues for their practical Life and help them to undertake advisory positions in any organization.
Learning Outcomes	Assessment of tax for person, provisions relating to deductions and International perspectives of Taxation
Methodology	Chalk and talk, Assignments, seminar, presentations
Unit I	<p>Title: Concept of Income Tax</p> <p>Contents: Concept of Income. Residential Status of the Individual, HUF, AOP, Firm & Company- Relationship between Residential Status and Taxable Income- Exempted Incomes. Direct Tax Reforms</p>
Unit II	<p>Title: Computation of Gross Total Income</p> <p>Contents: Heads of Income, Computation of total income, Deductions, set off and carry forward of losses</p>
Unit III	<p>Title: Computation of Tax Liability</p> <p>Contents: Tax Liability of Individuals. Tax Liability of Hindu Undivided Family. Tax Liability of Partnership Firms and Companies. Relief and Rebate</p>
Unit IV	<p>Title: Tax Authorities and Assessment</p> <p>Contents: Income Tax Authorities. Kinds of Assessment. Types of Return. Filing & filing of Return. Penalties. Settlement Procedures</p>
Unit V	<p>Title: International Taxation</p> <p>Contents: Basic Concepts. Treaties Shopping. International Tax Treaties, Double taxation avoidance agreement. Transfer Pricing and Computation. Consequence of Base erosion and profit shifting (BEPS). BEPS Action Plans. International Disputes Resolution Mechanism.</p>
Reference Books	<p>V.K. Singhania and Kapil Singhania Direct Tax Law and Practice Taxmann Publication 53th Edition 2018</p> <p>H.C. Mehrotra and S.P. Gopyal Income Tax Law and Accounts , Sahitya Bhawan Publications 13th editions 2018.</p> <p>Gaur and Narang Income Tax law and practices Kalyani Publication 43th edition 2018</p> <p>Bhagawati Prasad direct tax law and Practice Wishwa Prakashan 14th edition 2018</p> <p>Direct Tax Code Bill 2010 Taxmann Publication 2010</p>
Open Resources	www.incometaxindia.gov.in
Tools and Softwares	Online tax return tools

I 2 STATISTICS FOR BUSINESS DECISIONS

Hard Core

4 Credits

Prerequisites	Basic idea about the statistics and its application in Business decision
Learning Objectives	To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt to various managerial situations.
Learning Outcomes	Emphasis will be on the application of the concepts learnt to various managerial situations
Methodology	Chalk and talk, Presentations, Assignment and software based problem solving
Unit I	<p>Title: Statistical Decision Theory</p> <p>Contents: Attributes, variables (quantitative and qualitative), Scales of measurement: nominal, ordinal, interval and ratio, Measures of Central Tendency, Measures of Dispersion: Shape of the distribution: Skewness and Kurtosis, Z-Score, Chebychev and empirical rule. Decision environment, Expected profit under uncertainty, Utility theory</p>
Unit II	<p>Title: Measures of relations</p> <p>Contents: Correlation Analysis: scatter diagram, linear, logistic and multinomial, Correlation: Meaning, Significance, Causation, Tests for significance of Correlation Coefficient</p>
Unit III	<p>Title: Probability</p> <p>Contents: Meaning and need, Theorems of addition and multiplication, Conditional probability, Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, exponential and Normal distribution, Central limit theorem</p>
Unit IV	<p>Title: Estimation</p> <p>Contents: Population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Introduction to testing of Hypothesis: Concept; Level of Significance; Process of testing; Type I and Type II error, standard error of estimates, Test of hypothesis concerning Mean: z test and ttest, F test</p>
Unit V	<p>Title: Non Parametric Tests</p> <p>Contents: Chi-square tests; Sign tests Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal – Wallis tests</p>
Reference Books	<p>Keller, G. Statistics for Management and Economics (10th Edition). New Delhi: CENGAGE Learning, 2015.</p> <p>Levin, R. and Rubin, D, Statistics for Management (7th Edition). New Delhi: Pearson, 2012.</p> <p>Gupta S.P. Statistical Methods, Sultan Chand, New Delhi 2009</p>

	Stine, R. and Foster, Statistics for Business (Decision making and Analysis) (2nd Edition), New Delhi: Pearson, 2014
	Arora & Arora, Statistics for Management, Sultan Chand, New Delhi, 2009
Open Resources	
Tools and Softwares	MS Excel, SPSS

I 3 FINANCIAL MANAGEMENT

Hard Core

4 Credits

Prerequisites	Basic finance knowledge, Budgeting, working capital etc.,
Learning Objectives	To provide an insight into the broad framework of Financial Management. It also attempts to impart the skills necessary for making financial decisions
Learning Outcomes	Various decision making like, Investment, capital structure, working capital and dividend
Methodology	Chalk and talk, Group Discussion, Group assignments, presentation
Unit I	Title: Overview
	Contents: Functions of financial manager – Profit Maximization – Wealth Maximization – financial health maximisation – Finance Function. Time Value of Money – Future Value – Present Value - Single flow -Annuity Flow- Multiple compounding periods – Doubling Period – Sinking Fund Factor etc. – risk return trade off
Unit II	Title: Investment Decision
	Contents: Traditional and Discounted cash flow Techniques - Risk Analysis in Investment Decision. Concept of Cost of Capital – Components cost and overall Cost of capital – Cost of Debt – redeemable and irredeemable – Cost of Preference – Cost of Equity – Internal and External– Weighted Average Cost of Capital – Book Value – Market Value Weights
Unit III	Title: Capital Structure Decision
	Contents: Sources of Finance – debt – Equity – Preference – Leverage – Operating leverage – Financial Leverage – Combined Leverage – Theories – Net Income Approach – Net Operating Income Approach – MM Approach – Traditional Approach – Practical - Determinants of capital structure
Unit IV	Title: Working Capital Management
	Contents: Overall Considerations – Duration of Operating Cycle – Investment in Current Assets – Management of Individual Components – Cash Management – Receivables Management – Inventory Management – Current Asset Financing
Unit V	Title: Dividend Decision
	Contents: Theories – Modigliani and Miller Approach – Walter Model – Gordon Model – Dividend Policy and Share Valuation – Stock Splits – Bonus Shares – Practical Aspects of Dividend Policy – Corporate Dividend Behavior
Reference Books	James C.Van Horne ,Financial Management &Policy, Prentice Hall of India, New Delhi, Latest Edition

	Eugene H Brigham, Fundamentals of Financial Management, Dryden Press, New York, Latest Edition
	Pandey. I.M, Financial Management, Vikas Publishing House, New Delhi, Latest Edition
	Khan M.Y& Jain P.K. Financial Management, Tata McGraw Hill, New Delhi Latest Edition
	Prasanna Chandra, Financial Management Theory & Practice, Tata McGraw Hill Latest Edition
Open Resources	
Tools and Softwares	Basic finance function in Excel

I 4 FINANCIAL INSTITUTIONS AND INSTRUMENTS

Hard Core

4 Credits

Prerequisites	General Knowledge about the Financial markets and its functions
Learning Objectives	To familiarize students with Financial System, Institutions & Market and to help them to acquire skill to deal with various financial instruments
Learning Outcomes	Indian Financial Systems with instruments and the role of intermediaries
Methodology	Chalk and talk, Presentations, Semiar
Unit I	<p>Title: Financial System</p> <p>Contents: Structure – Components – Markets – Institutions – Instruments – Services – Functions – Significance – Development of Financial Sector – Parameters of Development of Financial Sector</p>
Unit II	<p>Title: Financial Markets</p> <p>Contents: Capital Markets – Money Markets – Foreign Exchange Markets – Equity and Derivative Markets – Commodity Markets – Characteristics Features – Participants – Instruments – Challenges.</p>
Unit III	<p>Title: Financial Institutions in India</p> <p>Contents: Banking – Commercial Banks –Spreads and NPAs – Capital Adequacy Norms – Capital Market Support – Development Financial Institutions: IFCI, IDBI, ICICI, SFCS, SIDBI etc - Development vs Commercial Banking – Universal Banking</p>
Unit IV	<p>Title: Insurance Companies</p> <p>Contents: Evolution – Life Insurance – General Insurance – Role, growth and development of Private Companies in insurance business – Regulatory framework</p>
Unit V	<p>Title: Financial Instruments</p> <p>Contents: Primary and secondary market instruments – features, distinctions, Debt – Equity – Hybrid, Innovative Instruments – Mutual Funds – Financial Instruments for Foreign Capital – ADRs – GDRs – FCCB – P Notes – IDRs</p>
Reference Books	<p>Bhole L.M, “Financial Institutions & Markets”, Tata McGraw Hill</p> <p>Machiraju H.R., “Merchant Banking, New Age International, Latest Edition</p> <p>Khan, M.Y., “Indian Financial System, 4/e Tat McGraw-Hill</p> <p>Vasant Desai, “Financial Markets and Financial Services”, Himalaya Publishing</p> <p>Meir Kohn, Financial Institutions and Markets”, Oxford University Press</p>

EVEN SEMESTER
SECOND SEMESTER

II 1 GST AND CUSTOMS LAW

Hard Core

4 Credits

Prerequisites	Knowledge on Taxation and Income Tax
Learning Objectives	To understand the indirect tax provisions and recent amendments regarding indirect tax system in India.
	To get expert opinion to finalize management decisions in connection with various indirect tax issues.
Learning Outcomes	Understand the concept of Indirect Tax and Custom Laws and exemption of duties
	Build knowledge on concepts of GST and the implementation of GST in India
	Classify the Goods and services exempted from tax and understand the procedures of registration and collection of tax
	Develop knowledge about Input Tax credit, tax credit in special circumstances and Reverse Charge Mechanism
	Understand the taxability procedure on goods and services and advanced ruling and e-Invoice
Methodology	Teaching with visual aids
	Assignments and Tests
	Quiz sessions and Case Discussion
Unit I	Indirect Tax System
	Principles of Taxation, Taxable Capacity. Scope, Indirect Taxes vs Direct Taxes. Indirect Taxes Reforms: VAT to GST, Indirect Taxes Planning.
Unit II	Introduction to GST
	Need for GST in India, Challenges in Designing GST. Origin- based versus Destination-based Taxation. Registration and Threshold. Composition Scheme. Tax Administration. GST Model. Compensation to States. GST Act & Rules
Unit III	Levy & Collection of GST
	Tax invoice. Credit and Debit Note. Exemption from GST. E Way Bill. Return. Payment of Tax. Input Tax Credit. Job work. Refunds.
Unit IV	Administration of GST
	Goods and Services Tax Council. Advance Ruling. Demands and Recovery. Appeal and Revision. Offences & Penalties. Anti-Profiteering Measures. Avoidance of Dual Control.
Unit V	Customs Laws
	Introduction to Customs Law. Types of Customs Duty. Valuation for Customs Duty. Procedures for Imports and Export Baggage. Postal Articles. Stores. Exemptions. Remissions. Demand Recovery. Refunds Exports Incentives. Tribunal. Customs administration – Customs Act and Rules
Reference Books	CA Anoop Modi & CA Mahesh Gupta, GST & Customs Law, SBPD Publications 2018
	Bansal, K.M, GST & Customs Law, University Edition, 4 th Edition, January 2020, Taxmann's.

	V.S. Datey Elements at Central Excise and Customs Law Taxmann Publication 5th edition 2007
	Datey V.S Indirect taxes – Laws and Practice, Tax Mann Publication (P) Ltd., New Delhi.24th edn 2010
	V.K. Singhania and Monica Singhania Students guide to Income Tax including Service Tax and VAT Taxmann Publication 44th edition 2010
Open Resources	
Tools and Softwares	

II 2 FINANCIAL MATHEMATICS

Hard Core

4 Credits

Prerequisites	Studied atleast one paper on Business Maths and/or Statistics at UG
Learning Objectives	Aims at the active and practical use of mathematics in Financial Market
	To gain knowledge on different models of Financial Markets
Learning Outcomes	Restate the Definition, Concept, Importance and scope of Financial mathematics
	Gaining conceptual knowledge and application skills on Vector analysis, Multiple integration and linear integral
	Solve the problems on Differential equations
	Application skills on numerical techniques in Finance
	Understanding the nature, assumptions and working of different models of Financial Markets
Methodology	Teaching with visual aids
	Assignments and Tests
	Problem Solving and Case Discussion
Unit I	Introduction:
	Concept, Importance and scope of Financial mathematics – Set theory, Basic Concept: Indices and logarithm, Permutations and Combinations and Quadratic Equation.
Unit II	Multivariate Calculus and Mathematical Analysis:
	Vector, Differentiation in several variables, Vector-valued functions, Maxima and minima in several variables, Multiple integrations, Line integrals, Surface integrals.
Unit III	Differential Equations
	First Order Differential Equations, Linear Second Order Differential Equations, Applications of Linear Second Order Differential Equations, Laplace Transforms, Systems of Linear Differential Equations, Introduction to PDE.
Unit IV	Numerical Techniques in Finance:
	Lattice Methods, The Binomial Tree, Review of Continuous-Time Finance, Monte Carlo Methods, Numerical Solutions of Parabolic PDE's
Unit V	Matrices:
	Matrix operations- Multiplication by scalar. Matrix addition and Multiplication. Matrix inverse, solving system of simultaneous equations Matrix determinants. - Matrices as transformations - Matrices applications The Matrix as a Collection of Securities, Matrix Multiplication and portfolios, The Identity Matrix and Arrow-Debreu Securities Inverse Matrix and Replicating Portfolios.
Reference Books	Sheldon M. Ross An Elementary Introduction to Mathematical Finance, Cambridge University Press

	Raymond H. Chan, Yves ZY. Guo, Spike T. Lee Financial Mathematics, Derivatives and Structured Products, Springer
	Ali Hirta Computational Methods in Finance, CRC press
	Giuseppe Campolieti, Roman N. Makarov, Financial Mathematics: A Comprehensive Treatment CRC press
Open Resources	https://www.khanacademy.org/
Tools and Softwares	Spread sheets

II 3 DECISIONS ACCOUNTING

Hard Core

4 Credits

Prerequisites	Basic knowledge on Financial, Cost and Management accounting
Learning Objectives	To gain acquaintance with the principles of financial, Cost & Management Accounting
	To enable the students to take decisions using management accounting tools.
Learning Outcomes	Recall the importance of Management accounting and Imbibe critical thinking skills to analyze financial statements.
	Understanding the Budget & budgetary control and Standard costing techniques to achieve a desired cost objective.
	Understand the job ,contract and Process costing procedures and to build knowledge on new costing techniques for effective cost management
	Analyze Cost-volume-Profit techniques to determine Optimal managerial decisions like make or buy decisions, shut down or continue.
	Apply the financial statement like cash flow statement and funds flow statement in decision making process
Methodology	Teaching with visual aids and on Excel Sheets
	Assignments and Tests
	Problem Solving and Case Discussion
Unit I	Mechanics of Financial Accounting
	Financial Statements, Financial Accounting Regulations, Cash and Funds Flow Statements; Ratio Analysis.
Unit II	Financial Statement Analysis
	Assessing Financial Health, Asset Management, Cost Management, Leverage Management, Risk Management and Bench-marking.
Unit III	Product Costing
	Methods of Product Costing, Job Costing, Customer Costing, Process Costing, Indirect Cost and Allocation, Misallocation of indirect Cost; Activity based costing.
Unit IV	Cost Analysis for Decision Making
	Absorption Vs. Marginal Costing, Behaviour of costs, Break Even Analysis, BEP in Multi-Product Environment, Pricing Decision, Make or Buy Decision, Discontinuing product or closing of divisions, Optimal Product Mix, Operating Leverage.
Unit V	Budgeting and Variance Analysis
	Strategic Planning and Budgets, Budgeting Process, Preparation of Master Budget, Setting Standards, Variance Analysis: General Framework, Fixed and Variable Overhead Variance, Material Mix Variance, Sales and Sales Mix Variance and Investigating Variance.
Reference Books	S.N. Maheswari, Management Accounts, Sultan Chand & Sons, New Delhi

	Jain S. P and K.L. Narang : K.L: Advanced Costing, Kalyani Publishers Ludhiana 2009
	M.Y.Khan and P.K. Jain: Cost Accounting, Tata McGraw Hill Co., New Delhi 2009
	R.L. Gupta and Others: Advanced Accountancy, Sultan Chand Sons, New Delhi
	Charles T. Horagren: Cost Accounting: A Managerial Emphasis Pearson Prentice Hall, New Delhi 2009.
Open Resources	
Tools and Softwares	

II 4 FINANCIAL MODELLING

Hard Core

4 Credits

Prerequisites	Exposure on Corporate Finance and Financial Management and Basic statistical applications.
Learning Objectives	To introduce you to the application of excel in finance
	To develop your ability in using spreadsheets for financial modeling
Learning Outcomes	Hands on experience in excel for financial functions
	Developing and Documenting excel models
	Insights on mechanics of Equity Analysis
	Testing methodology of Security Market Line
	Methodology and conduct of Event Studies
Methodology	Teaching with visual aids and Excel worksheet
	Assignments and Tests
	Quiz sessions and Case Discussion
Unit I	Excel for Financial Analysis
	Basic Excel features-Financial functions-Logical functions-Statistical functions-Look up and reference function-analysis tool pack
Unit II	Building excel models
	Documenting excel models- debugging excel models-Formula auditing tools-Financial statement forecasting-Review of theory and concepts-Modeling examples-Present Value and Net Present Value-The Difference between Excel's PV and NPV Functions-Internal Rate of Return and Loan Tables
Unit III	Equity Analysis
	Portfolio mean and variance-Risk return representation of portfolios-Using solver to find efficient points-combining risky and risk free securities-asset pricing-single index model-estimating beta coefficients-variance covariance matrix-value-at-risk.
Unit IV	Testing the Security Market Line
	The First-Pass Regression-The Second-Pass Regression-Testing CAPM using excel-Solving an Unconstrained Portfolio Problem-Solving a Constrained Portfolio Problem
Unit V	Event Studies
	Outline of an Event Study-Measuring the Stock's Behavior in the Estimation Window and the Event Window-Market-Adjusted and Two-Factor Models-The Event Window-Impact of Earnings Announcements on Stock Prices-Cumulative Abnormal Returns
Reference Books	Mary Jackson, Mike Staunton "Advanced Modelling using Excel and VBA John Wiley and sons limited 2007
	Gottlieb Isaac, "Next Generation Excel: Modeling in Excel for Analysts and MBAs John Wiley and sons limited 2009

	Chandan Senguptha “Financial Modeling: Using excel and VBA John Wiley and sons limited 2008
	Simon Benninga “Financial Modeling The MIT Press Cambridge, Massachusetts 2008
	Soubeiga, Eric, Mastering Financial Modeling: A Professional’s Guide to Building Financial Model in Excel, McGraw-Hill Professional, 2013.
Open Resources	
Tools and Softwares	

ODD SEMESTER

THIRD SEMESTER

III 1 ORGANISATIONAL BEHAVIOUR

Hard Core

4 Credits

Prerequisites	Basic Knowledge of General Management
Learning Objectives	To provide comprehensive introduction to the area of organizational behaviour and to familiarize the functioning of the organizational environment.
Learning Outcomes	Demonstrate the applicability of the concept of Organisational Behaviour to understand the individual and group behavior of people in the organisation.
Methodology	Lectures, Case study Analysis, Experiential exercises.
Unit I	Introduction to OB
	Introduction, Historical Perspective, Approaches, Importance, Framework for Learning OB, The Intricate Relation between MP and OB, Human Resources Management Relationship, Limitations of OB, Globalization and OB.
Unit II	Personality and Perception
	Introduction, Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others.
Unit III	Organisation Culture & Climate
	Concepts, cultural differences and challenges, Introduction: Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence, Importance of Organizational Climate.
Unit IV	Group Behaviour
	Transactional Analysis-Levels of Self Awareness; Ego States; Life Positions; Transactions; Stroking; Uses of T.A.; Group Dynamics-Meaning and Nature of Group; Formal Groups – Committee, Task Force and Quality Circle; Informal Groups-Causes of Formation; Managing Informal Groups; Individual Vs. Group Decision Making.
Unit V	Conflict, Negotiation and Stress
	Introduction, Power, Politics, Conflict, Negotiations and Stress Management-Sources, Consequences and Coping Strategies. Morale-Nature, Factors Influencing and Methods of Measurement; Morale Building; Productivity and Morale;
Reference Books	Gerald A. Cole, Organisational Behaviour: Theory and Practice Thomson publication
	Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour Pearson Publication
	Gupta C.B, A Textbook of Organisational Behaviour S. CHAND Publication
	Chandrani Singh, Aditi Khatri, Principles and Practices of Management and Organizational Behaviour, SAGE Publications.
	Khanka S.S, Organizational Behaviour S. CHAND Publication

Open Resources	
Tools and Softwares	

III 2 INVESTMENTS & PORTFOLIO ANALYSIS

Hard Core

4 Credits

Prerequisites	Basic Understanding of Financial Accounting, Corporate Finance and Statistics
Learning Objectives	To expose students on the various avenues available for effective investment and possible way to avoid risk in investments through portfolio Management.
Learning Outcomes	<ol style="list-style-type: none"> 1. Learn to compute historical and expected returns as well as the risk measures 2. Construct and Manage a Portfolio
Methodology	<ol style="list-style-type: none"> 1. Class lectures, interactive learning and practical problems 2. Assignments to produce weekly performance report which tracks Stock, Bonds and Commodity. 3. Students practice on trading simulation
Unit I	Introduction
	Investment: Meaning - Nature - Scope – Objectives – Investment, Speculation and Gambling – Investment avenues – Sources of financial information. Return and Risk in Investment: Systematic Risk and Unsystematic risks; Portfolio: Meaning and its relevance in reducing risk - Measurement of Return and Risk of an individual security and portfolio including return through CAPM.
Unit II	Stock Market Analysis
	Fundamental Analysis -Economic - industry - Company Analysis. Technical Analysis - Dow Theory, Elliot’s Waves Theory, Efficient Market Hypothesis, and Computer aided Technical analysis.
Unit III	Portfolio Analysis and Selection
	Traditional portfolio analysis, Why portfolios, Effects of combining securities, Markowitz risk-return optimization; Portfolio Selection: Risk and Investor preferences, Selecting the best portfolio, Markowitz portfolio optimization, Sharpe portfolio optimization, Arriving at the optimal portfolio, Consideration of new securities; Traditional portfolio selection.
Unit IV	Portfolio Evaluation and Revision
	Concept of mutual fund and NAV, Sharpe’s – Treynor’s - Jenson’s performance index- Use of excel spreadsheet application; Meaning and Need for portfolio revision, Portfolio revision technique, Cost of portfolio revision.
Unit V	Portfolio Simulation
	Using virtual trading platforms like Dalal Street Investment Journal (DSIJ) Game, Yahoo Finance, Money Control, Investopedia stock stimulator etc. (Practical Based Unit)
Reference Books	1. Prasanna Chandra: Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
	2. Francis J.C. – Investments: Analysis & Management, Mc Graw Hill

	3. Elton & Gruber- Modern Portfolio and Investment Analysis, John Wiley & Sons
	4. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Prentice Hall, New Delhi.
	5. Avadhani V.A – Security Analysis & Portfolio Management, Himalaya Publishing House
Open Resources	Yahoo-Finance, Money Control, Investopedia, Economist, CNBC, BSE, NSE
Tools and Softwares	Access to Internet, Excel, Word, PowerPoint, SPSS

III 3 COMPUTER AIDED MULTIVARIATE DATA ANALYSIS
Hard Core **4 Credits**

Prerequisites	Should have studied Statistics at the UG level
Learning Objectives	The course is aimed at imparting advanced data analysis skills using software's like MINITAB and SPSS to enhance the research capability of a student.
Learning Outcomes	<ol style="list-style-type: none"> 1. Understanding the assumptions made in performing each analysis and test, 2. Decide what method to use with their dataset, 3. Analyse the data and get the results, 4. And interpret the results and explain the findings to others.
Methodology	Lectures, Assignments, Lab and a project. In the project, students will, Find dataset to apply multivariate analysis, Apply multivariate methods, Interpret the results, and Report the findings.
Unit I	Introduction
	Meaning, Definition- Concept, Measurement scales Measurement errors, Types of multivariate techniques – Guideline for Multivariate Analysis and interpretative. A structured approach to Multivariate model building.
Unit II	Factor analysis
	Meaning, Objectives, Assumptions, Process of deriving Factors and assessing overall fitness, Criteria for the number of Factors to Extract - CFA - Interpreting the Factors – Rotation of Factors – Varimax – Significance of Factor Loadings , Structural Equation Modeling (SEM)
Unit III	Multiple Regression Analysis
	Simple regression, Multiple Regression Objective of Multiple Regression – Assumptions – Estimating the Regression model and assessing the overall model Fit – Interpreting the Regression variate – Assessing Multi colinearity. Logit & Probit model – Discriminant & Cluster Analysis.
Unit IV	Multiple Discriminant Analysis
	Key terms – Objectives & Decision Process – Calculating Discriminate Z Scores – Potency Index – Rotation Loadings – Case wise Diagnostics – Assessing Overall Fit
Unit V	Multivariate analysis of Variance
	MANOVA – Univariate test – Multivariate ANOVA – Two group case: Hotelling's T square – group MONOVA – Post hoc Tests – Interpreting results
Reference Books	<ol style="list-style-type: none"> 1. MANOVA – Univariate test – Multivariate ANOVA – Two group case: Hotelling's T square – group MONOVA – Post hoc Tests – Interpreting results 2. Johnson RA and DW Wichern., Applied Multivariate Statistical Analysis, Upper Saddle River, NJ, Prentice Hall

	3. Affif and Clark., Computer Aided Multivariate Analysis, Lifetime Learning Publications, California
	4. SPSS, Inc., SPSS advanced Statistics Guide, Chicago, SPSS
	5. SAS Institute, Inc., SAS User's Guide: Statistics, Version 6, Cary, NC ., SAS Institute
Open Resources	Companies Annual Reports, NSE, BSE, Money Market, Capital Market, Commodity Market, FOREX Market
Tools and Softwares	R, SAS, SPSS, MINITAB and Bloomberg

III 4 CORPORATE FINANCE LAB

Hard Core

4 Credits

Prerequisites	Basic functions in MS Excel
Learning Objectives	Gives the hands on experience using real live data also it will help the students to give financial consultancy firms
Learning Outcomes	To enable the students to conduct Fundamental Analysis and Technical Analysis of company using real time data.
Methodology	Lectures, Assignments, Lab and a project.
Unit I	Based on Annual Reports of Companies
	Analysis of financial statements based on any five select annual reports, important ratios, funds flow analysis statements, examining the trends over a period of time. Comparison between cross category ratios, cross sectional analysis.
Unit II	Bloomberg Based Data
	<ul style="list-style-type: none"> ● Extraction of industry wise data on select fundamentals ● Extraction of company specific data ● Annual Data on select indicators across companies in a given industry ● Data on select big business houses in India ● Data on capital structure designs of select industries ● Sector wise stock price indices ● Company specific price charts and identification of events based on exercises: <ul style="list-style-type: none"> ○ Estimation of daily returns, weekly returns, monthly, quarterly and half yearly returns ○ Working out leads and lags in the stock ○ Identification of trends and patterns of share prices
Unit III	Market SPSS Based Exercises
	<ul style="list-style-type: none"> ● Calculation of correlation between funds and stock returns ● Estimation of Multiple Regression Equation between select firm values and market returns ● Dummy value regression, step-wise regressions
Unit IV	Multivariate Analysis
	Factor Analysis and Principle Component Analysis
Unit V	Discriminate functions and Credit rating Cluster Analysis and Data distances
Open Resources	Bloomberg, Companies Annual Reports, NSE, BSE, Money Market, Capital Market, Commodity Market, FOREX Market
Tools and Softwares	Excel, SPSS, Eviews

EVEN SEMESTER
FOURTH SEMESTER

IV 1 INTERNATIONAL FINANCE

Hard Core

4 Credits

Prerequisites	The students should have a basic knowledge of corporate finance and should be familiar with finance concepts
Learning Objectives	To explain the outcomes and reactions of MNC on various decisions
	To check the viability of an international project in terms of profitability and cash flows
	Effectively communicate the outcome of the analysis to all the stakeholders
Learning Outcomes	Apply the knowledge in foreign exchange
	To mitigate the exposure of currency fluctuations
	To help students to trade in foreign exchange
	To know various tools in handling currency exposure
Methodology	Lecture
	Case Study
	Lab involving practical's of currency trade
Unit I	Title: Foundations of International Finance
	Contents Evolution of Bretton woods system. Fixed and Flexible Exchange Rate arrangements. European Monetary System. International Economic Crises. Balance of Payments and its Components. BOP trends in major countries.
Unit II	Title: International Financial Markets and Instruments:
	Contents: International Money Market: Euro Currency Market. Euro Credits. Euro Notes. Cryptocurrency. International Bond Market: Credit Rating and indices of International Bond Market., International Equity Markets: Market Structure. Trading in International Equities. Cross-listing of equities. Instruments: GDRs. ADRs. IDRs. Global Registered Shares.
Unit III	Title: Foreign Exchange Exposure and Management
	Contents: Functions, Structure, participants of Forex Market. Foreign Exchange Rates: Spot, Forward, Futures, Options and Swap. International Parity Relationship, Management of Foreign Exchange Exposure: Transaction, economic and Translation exposure
Unit IV	Title: Foreign Direct Investment & cross border acquisition:
	Contents: Automatic Route, Government Route, Prohibited Sectors – Regulations on FDI & Cross Border Acquisition.
Unit V	Title: International Taxation & Disputes resolution:
	Contents: Basic Concepts. International Tax Treaties. BEPS Action Plans. International Disputes Resolution Mechanism.
Reference Books	Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi 2009,5th edition

	Shapiro, Alan. C: Multinational Financial Management, Prentice-Hall, New Delhi. 2006,8th edition
	Cheol S. Eun, Bruce G. Resnick: International Finance Management, Mc Graw Hill, 2009 5th Edition.
	Buckley, Adrian: Multinational Finance, Prentice-Hall, New Delhi, 2020 5th Edition.
Open Resources	https://www.udemy.com/course/international-finance-i/
Tools and Software	Spread Sheets OLYMP trade

IV 2 EQUITY DERIVATIVES

Hard Core

4 Credits

Prerequisites	Basic Knowledge of finance and Mathematics
Learning Objectives	To help students understand the concepts and equip them to take investment and trading positions in the options and futures market.
Learning Outcomes	Explain the need to hedge
	Calculate the payoffs one can receive through options
	Make option strategies
Methodology	Lecture
	Case Study
	Spreadsheet Modelling
Unit I	Title: Introduction to derivatives:
	Contents: meaning and purpose of derivatives; forward contracts Future contracts options, swaps and other derivatives; Type of trader; Trading future contracts; Specification of the future contracts; Operation of margins, Settlement, and regulations. - Derivatives Market in India: –regulation, working, and trading activity.
Unit II	Title: Futures:
	Contents: Hedgers and speculators; Future contracts; Future market –clearing house margins, trading future positions and taxation; Future prices and spot prices; Forward prices; vs. future prices; Futures vs. options
Unit III	Title: Options
	Contents: Types of options; Options trading; Margins; Valuation of options; Binomial Option; Pricing Modal; Black -Scholes model, for Call Option; Valuation of put Options; Index options; options market exchange-traded options, over-the-counter options, quotes trading, margins, clearing, regulation, and taxations; Warrants and convertibles
Unit IV	Title: SWAPS
	Contents: Mechanics of interest rate swaps, valuation of interest rate, swaps currency swaps, and valuation credit risk and swaps.
Unit V	Title: Derivatives Accounting & Taxation:
	Contents: scope and importance - Accounting & Taxation practices of Derivatives – Accounting Standard - reporting practices
Reference Books	Dhanesh Khatri, derivatives and Risk management, macmillan Publishers India Ltd, 2012.
	John C. Hull, SankarshanBasu, Options, Futures and other Derivatives, Pearson Education, Noida 2010

	Stafford Johnson, Introduction to Derivatives, Oxford University Press, 2009
	David A & Thomas W. Miller, Derivatives valuation and Risk Management, Oxford University Press 2003.
	Rene M. Stuly, Risk Management & Derivatives, Thomson south Western, 2007.
Open Resources	https://nptel.ac.in/courses/110/107/110107128/
Tools and Software	Spreadsheet Modelling

IV 3 BEHAVIORAL FINANCE

Hard Core

4 Credits

Prerequisites	Basic Knowledge of finance
Learning Objectives	The purpose is to develop a strategic and policy perspective of Behavioural Finance and Investment Management.
Learning Outcomes	Decision Making
	Avoiding heuristic bias
	Behavioral economics
Methodology	Case study
	Lecture
	Class discussions
Unit I	Title: Conventional Finance and Behavioural Finance
	Contents: Assumptions, differences, and reconciliation. Neoclassical Finance; Empirical anomalies and their behavioral explanations: Investor behavior and its modeling.
Unit II	Title: Heuristic
	Contents: Driven Biases, Frame Dependence, Socio-emotional influences; Information processing: Bayesian rationality, Heuristical shortcuts, Cognitive paths. Bounded rationality.
Unit III	Title: Behavioural challenges to corporate finance theories
	Contents: Structure irrelevance and behavioral factors, dividend irrelevance, and behavioral factors.
Unit IV	Title: Corporate decision-making under behavioral influence
	Contents: Behavioural challenges to asset management theories: Systematic underperformance. Active portfolio management and alpha hunting; Socio-psychological challenges to financial markets:
Unit V	Title: Market efficiency
	Contents: Adaptive Markets Hypothesis and Market ecology
Reference Books	Prasanna Chandra, Behavioural Finance McGraw Hill Education
	James Montier, Behavioural Investing: A Practitioner's Guide to Applying Behavioural Finance, Wiley Finance
	William Forbes Behavioural Finance John Wiley & Sons
	Meir Statman Behavioral Finance: The Second Generation CFA Institute Research Foundation
	Sujata Kapoor, Jaya MamtaProsadBehavioural Finance SAGE Publications
Open Resources	https://www.coursera.org/learn/duke-behavioral-finance#about
Tools and Software	Spread Sheet Modelling

POOL OF SOFT-CORE PAPERS

Management and Decisions			
Course Code	Title of the Paper	Soft/Hard	Credit
Management and Decision			
1	Managerial Economics	S	3
2	Marketing Management	S	3
3	Human Resource Management	S	3
4	Strategic Management	S	3
Decision Tools and Techniques			
5	Machine Learning for Financial Decisions	S	3
6	Business Analytics for Decision Making	S	3
7	Principles of Artificial Intelligence	S	3
8	Computer applications in business	S	3
9	Research Methodology	S	3
Investment and Risk Management			
10	Stock and Forex Trading Lab	S	3
11	Multinational financial management	S	3
12	Bank Management	S	3
13	Commodity derivatives markets & applications	S	3
14	Corporate Tax Planning and Management	S	3
Finance and Management			
15	Merchant Banking and Financial Services	S	3
16	Corporate Governance	S	3
17	Strategic Financial Management	S	3
18	Project and Entrepreneurial Finance	S	3
Students Choice (Only up to III semester)			
19	Value added courses	S	3
20	Project / Internship and Viva	S	3

1 Managerial Economics

Hard Core

4 Credits

Prerequisites	Basic Knowledge in Economics
Learning Objectives	Objective of this paper is to provide the basic concepts in Managerial Economics
Learning Outcomes	Basics application of economics in Business decision making
Methodology	Chalk and talk, Presentation, Seminar, Group Discussion
Unit I	Title: Basic concepts of Managerial Economics
	Contents: Profits, revenue – costs – discounting – profit maximization – marginal analysis – regression analysis – objectives of the enterprise.
Unit II	Title: Demand
	Contents: Demand function – Law of demand, demand elasticity's, demand estimation and forecasting
Unit III	Title: Production and Costs
	Contents: Production Function – Employment decisions – cost curves in the short and long run – estimating cost functions
Unit IV	Title: Perfect competition
	Contents: Output decisions of firms, equilibrium of the industry in the short and long run – supply-demand analysis – effects of price control. Monopoly and simple Oligopoly – Price and output decisions under monopoly, discriminating monopoly, effects of price control, kinked demand curve hypothesis
Unit V	Title: Price practices
	Contents: Cost based pricing, Competition oriented pricing, - Limit pricing– Peak load pricing – Life Cycle pricing
Reference Books	Christopher R Thomas and S. Charles Murice (2005) Managerial Economics Concepts and Applications. New Delhi: Tata McGraw Hill.
	P.L. Mehta (2002) Managerial Economics - Analysis, Problems and Cases. New Delhi: Sultan Chand
	Watson and Getz (1995) Price Theory and its uses. AITBS
	Rahul A Shastri (2000) Microeconomic Theory. Hyderabad: Universities Press (Orient Longman)
	Ahuja H. L, Managerial Economics- Analysis for Managerial Decision Making, S. Chand, New Delhi
Open Resources	
Tools and Softwares	MS Excel

2 MARKETING STRATEGY

Soft Core

3 Credits

Prerequisites	Basic Knowledge on Marketing management
Learning Objectives	The Objective of this course is to develop both theoretical and practical understanding to the various concepts of International Marketing
Learning Outcomes	Devising strategies to sell the product and segmentation
Methodology	Chalk and talk, presentations, seminar, Group Discussion
Unit I	<p>Title: Introduction</p> <p>Contents: Concept and Significance of Marketing Strategy; Marketing Strategy – Factors Considered in Formulating Marketing Strategy. Designing Strategic Marketing: Steps Involved in Corporate Strategic Planning, Competitive Strategies – Market Leader, Market Challenger, Market Followers and Market Nichers Strategies</p>
Unit II	<p>Title: Designing Marketing Mix Strategies</p> <p>Contents: Product Strategy – Steps Involved and Differentiation Tools; Product Life Cycle Marketing Strategies; Pricing Strategy – Steps in Pricing Strategy; Initiating and Responding to Price Changes; Channel Strategy – Steps Involved in Channel Strategy; Channel Dynamics; Communication Strategy – Developing Effective Communication; Managing Integrated Marketing Communication Process</p>
Unit III	<p>Title: Customer-Orientation in Marketing</p> <p>Contents: Customer Relationship Marketing-Concept and Need for Customer Relationship Marketing; Process of Customer Relationship Marketing; Building Customer Satisfaction and Retention – Defining and Delivering Customer Value and Satisfaction; Nature of High Performance Business; Attracting and Retaining Customers</p>
Unit IV	<p>Title: Recent Issues in Marketing Strategy</p> <p>Contents: What customers want?: Customer value, Conjoint Analysis, Analytics for customer segmentation and targeting, Demand Forecasting & Pricing, Pricing</p>
Unit V	<p>Title: Marketing Models for Strategies</p> <p>Contents: Marketing Mix Models and Advertising Models, Recommender System, Market Basket Analysis and RFM Analysis, Customer Churn & Customer Lifetime Value, Text Mining and Sentiment Analytics, Text Mining and Product Innovation Management, Social Network Analysis for Marketing</p>

Reference Books	Warren J. Keegan : Global Marketing Management, 8th Ed. PHI.2013
	Philip R. Cateora : International Marketing, 16th Ed. Irwin, 2013 – Business Marketing, PHI, 2004
	SakOnkvist: International Marketing, Analysis and Strategy.4th Ed. PHI.2004
	Keith Lewis, Mathew Housden : Introduction to International Marketing: A Guide to Going Global. Crest Publishing House.2003
	Michael Czinkota, Ronkainen. International Marketing. 10th Ed. Cengage Learning, 2012
Open Resources	
Tools and Softwares	

3 HUMAN RESOURCE MANAGEMENT

Soft Core

3 Credits

Prerequisites	Basic knowledge on the functions of management
Learning Objectives	To impart knowledge on the concept and essential functions of human resource management.
Learning Outcomes	Understand the basic concept of human resource management and its evolution and challenges
	Articulate human resource planning using quantitative and qualitative dimensions
	Knowledge on different methods of training and performance appraisal methods and their link with compensation
	Strategies of Talent Management and Change Management
	Understand the concept of HR Analytics and its applications
Methodology	Teaching with visual aids
	Assignments and Tests
	Quiz sessions and Case Discussion
Unit I	Introduction
	Concept and Functions; Human Resource Development (HRD)-definition, goals and challenges; The changing environment of HRM – globalization, multi-cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, Work life balance.
Unit II	Human Resource Planning
	Process, Forecasting demand and supply, Skill inventories, Succession planning; Job analysis. Recruitment – Source, process, Tests in selection; Orientation & Induction: Concept and process.
Unit III	Performance, Training & Compensation
	Concept, Need, Types of Appraisal Methods, Training: Process, Methods; Compensation & Incentives, social security, retirement and other benefits.
Unit IV	Recent issues in HRM
	Talent management, Social recruitment, multi-cultural issues, Change management, Talent network, crowd sourcing and internal social networks, increased flexibility and productivity, supporting virtual workforce, Balanced Score Card.
Unit V	HR Analytics
	Basics of HR analytics, Evolution, Analytical value chain, Analytical model, typical application of HR Analytics. Types of Measures – HR Productivity Metrics and Human Capital Metrics. HR Analytics Maturity Model, CEO/ Managers – HR expectations on Analytics.

Reference Books	De Cenzo, D.A. and Robbins. (2010). Fundamentals of Human Resource Management (10th Edition). New York: John Wiley and Sons
	Dessler, G. (2015). Human Resource Management (14th Edition). Pearson
	Arun Monappa and Miza S Saiyadain (1999). Personnel Management (2nd Edition). New Delhi: Tata McGraw-Hill publishing Company Limited.
	Aswathapa K. (2005). Human Resource and Personal Management: Text and Cases. New Delhi: Tata McGraw-Hill Publishing Company Limited
	Dipak Kumar Bhattacharyya (2017), HR Analytics: Understanding Theories and Applications, Sage.
Open Resources	
Tools and Softwares	

4 STRATEGIC MANAGEMENT

Soft Core

3 Credits

Prerequisites	Understanding of basic Management Concepts
Learning Objectives	The course introduces the students with the global business conditions and familiarizes them with the strategies for meeting global competition.
Learning Outcomes	<ol style="list-style-type: none"> 1. Learn to Think Critically and understand complex business challenges 2. Learn to Strategize, Collaborate for better implementation of Strategies 3. Acquire Leadership skills to solve and implement strategic understanding to work for success in business 4. Understand the Global Business Scenario and manage the Global Work Force
Methodology	lectures will be given to elaborate on key theoretical models and frameworks, discussion of selected management and competitive strategy cases
Unit I	International / Global business
	Background, Introduction, modes of international business, evolution of strategy in the internationalization process. The impact of Multinational Enterprise- evaluating the impact of MNE- economic, political and legal impact of MNE-impact of MNE in the internationalization process- operational impact of international business activities
Unit II	The Cultural Environment facing business
	Concept of culture- behavioural practices affecting the business, reconciliation of international differences; cultural needs in the internationalization process. The Political and Legal Environment facing business. The Government influence on trade- rationale for governmental intervention; forms of trade control.
Unit III	International Business Strategies
	Global Strategic Plan – Organizing strategy. International business negotiations - government versus company strength- negotiations in International Business- evolution of negotiations and diplomacy in the internationalization process- home country involvement in asset protection, multinational agreements and settlements.
Unit IV	Corporate Strategy and National Competitiveness
	Determinants and external variables in Porter’s diamond model of national competitiveness- ‘double diamond model’- benefits and effects of free trade agreements- relate the importance of globalization and national competitiveness to MNE strategies throughout the world.
Unit V	Collaborative Strategies
	Strategic Alliances: motives for collaborative arrangements-types of collaborative arrangements-collaborative strategies in the internationalization process. Mergers, Acquisitions & Corporate

	Restructuring, Control Strategies: planning-organizational structure-location of decision making- control in the internationalization process-control mechanisms.
Reference Books	1. Alan M. Rugman, Richard M. Hodgetts International Business: A Strategic Management Approach. New York: Mc. Graw Hill Inc.
	2. John Child and David Faulkner Strategies of Co-operation: Managing Alliances – Networks and Joint Ventures. New Delhi: Oxford University Press, 1998
	3. Patrick A. Gaughan Mergers, Acquisitions and Corporate Restructuring. New York: John Wily & Sons, Inc.
	4. Tony Grundy Breakthrough Strategies for Growth. . London: Pitman Publishing 1995.
	5. Abbass F. Alkhafaji, Strategic Management, First Edition, Jaico Publishing House.
Open Resources	
Tools and Softwares	

5 MACHINE LEARNING FOR FINANCIAL DECISIONS

Hard Core

4 Credits

Prerequisites	Statistics, Algorithms
Learning Objectives	<p>To understand the concepts of machine learnings</p> <p>To appreciate supervised and unsupervised learning and its application</p> <p>To understand the theoretical and practical aspects of Probabilistic Graphical Models</p> <p>To appreciate the concepts and algorithms of reinforcement learning</p> <p>To learn aspects of computational learning theory</p>
Learning Outcomes	Design a neural network for an application of your choice
	Identify applications suitable for different types of machine learning with suitable justification
	Implement probabilistic discriminative and generative algorithms for an application of your choice and analyze the results
	Use a tool to implement typical clustering algorithms for different types of applications
Methodology	Design and implement on HMM for a sequence model type of application
	Lectures
Unit I	Lab
	<p>Title Introduction:</p> <p>Contents: Machine Learning – Machine Learning Foundation – Overview – Design of a Learning system – Types of machine learning – Applications Mathematical foundations of machine learning – random variable and probabilities – probability theory – Probability distribution – Decision theory – Bayes Decision Theory – Information Theory</p>
Unit II	<p>Title: Supervised Learning</p> <p>Contents: Linear Models for regression – Linear models for classification – Naïve Bayes – Discriminant Functions – Probabilistic Generative Models – Probabilistic Discriminative Models – Bayesian Logistic Regression – Decision Trees – Classification Trees – regression trees – Pruning, Neural Networks – Feed- Forward Network Functions – Back – Propagation – support vector machines – Ensemble methods – Bagging – Boosting</p>
	<p>Title: Unsupervised Learning</p> <p>Contents: Clustering – K- Means – EM algorithms – Mixtures of Gaussians, The Curse of Dimensionality – Dimensionality Reduction – Factor Analysis – Principal Component Analysis – Probabilistic PCA – Independent Component Analysis</p>
Unit III	

Unit IV	<p>Title: Probabilistic Graphical Models:</p> <p>Contents: Graphical Models – Undirected graphical models – Markov Random Fields – Directed Graphical Models – Bayesian Networks – Conditional independence properties – Inference – Learning – Generalization – Hidden Markov Models – Conditional Random Fields (CRFs).</p>
Unit V	<p>Title: Advanced Learning</p> <p>Contents: Sampling – Basic Sampling methods – Monte Carlo, Reinforcement Learning – K –Armed Bandit – Elements – Model-Based Learning – Value Iteration – Policy Iteration. Temporal Difference Learning – Exploration Strategies – Deterministic and Non-Deterministic Rewards an Actions Computational Learning Theory – Mistake bound analysis, sample complexity analysis, VC dimension, Occam learning, accuracy, and confidence-boosting. Deep Learning – RNN, ReLU</p>
Reference Books	<p>Bishop, C. (2006). Pattern Recognition and Machine Learning. Berlin: Springer-Verlag.</p> <p>Lars Schmidt- Thieme, Data Analysis, Machine Learning and Applications, Springer.</p> <p>Theobald Oliver, Machine Learning for Absolute Beginners: A Plain English Introduction: 1, (Machine Learning from Scratch), Second Edition, Ebook</p> <p>Tom M. Mitchell, Machine Learning, McGraw Hill Education,</p> <p>Slawomir T. Wierzchon, Advances in Machine Learning II, Springer</p>
Open Resources	<p>https://onlinecourses.nptel.ac.in/noc21_cs24/preview</p>
Tools and Software	<p>Python and R</p>

6 BUSINESS ANALYTICS FOR DECISIONS MAKING

Hard Core

4 Credits

Prerequisites	Basic knowledge on data and data interpretation
Learning Objectives	The objective is to provide relevant experience in data analytics to take business decisions scientifically.
Learning Outcomes	Gaining exposure on different types of business analytics
	Knowledge on Measurement Scales and its applications
	Understanding the working of Linear Programming
	Workings on different methods of data forecasting
	Insights about data analytics softwares
Methodology	Teaching with visual aids
	Assignments and Tests
	Quiz sessions and Case Discussion
Unit I	Introduction
	Science of data driven decision making, Descriptive analytics, Predictive analytics and Prescriptive analytics; Big data analytics, web and social media analytics, Machine learning algorithms.
Unit II	Data Analytics Software:
	Analytical Software –Free andOpen Source Software Vs Paid Software: R Language: Commands and Syntax, Packages and Libraries, Data Types, Data Structures – Vectors, Matrices, Arrays, Lists, Factors, Data Frames, Importing and Exporting Data. Excel: Introduction to statistical operations. PYTHON: Introduction to statistical operations, programming and data analysis.
Unit III	Descriptive analytics
	Introduction, data Types and scales, types of data measurement scales, measures of central tendency, measures of variations, measures of shapes.
Unit IV	Prescriptive Analytics
	Linear programming - Model building, assumptions, sensitivity analysis, solving LP programming using graphical method, range of optimality and shadow price.
Unit V	Forecasting techniques
	Introduction, time series data and components of time series of data, forecasting techniques and forecasting accuracy, moving average method, single exponential smoothing, double and triple exponential smoothing, Crostons forecasting methods, ARIMA Model.
Reference Books	R.N.Prasad and Seema Acharya, (2016), Fundamentals of Business Analytics, Wiley.

	U Dinesh Kumar (2017), Business Analytics: The Science of Data - Driven Decision Making, Wiley.
	V. K. Jain (2018), Data Science and Analytics (with Python, R and SPSS Programme), Khanna Publishing
	Evans James (2017), Business Analytics (2 nd Edition), Pearson.
	Mark J. Bennett and Dirk L. Hugen (2016), Financial Analytics with R (Building a Laptop Laboratory for Data Science), Cambridge University Press
Open Resources	
Tools and Softwares	

7 PRINCIPLES OF ARTIFICIAL INTELLIGENCE

Soft Core

3 Credits

Prerequisites	Knowledge of Programing
Learning Objectives	The course aims to provide basic concept of Artificial Intelligence and its application in Business, Finance and Accounting
Learning Outcomes	<ol style="list-style-type: none"> 1. Understanding of the basic areas of artificial intelligence including problem solving, knowledge representation, reasoning, decision making, planning, perception and action, and learning -- and their applications (e.g., data mining, information retrieval). 2. Able to design and implement key components of intelligent agents of moderate complexity in Java and/or Lisp or Prolog and evaluate their performance
Methodology	Lectures, Assignments, Lab and Project
Unit I	Introduction
	Overview - Foundations, Scope, Problems, and Approaches of AI. Intelligent agents: Reactive, Deliberative, Goal-driven, Utility-driven, and Learning agents, Artificial Intelligence programming techniques.
Unit II	Problem-solving through Search
	Forward and Backward, State-Space, Blind, Heuristic, Problem-Reduction, A, A*, AO*, Minimax, Constraint propagation, Neural, Stochastic, and Evolutionary search algorithms, Sample applications
Unit III	Knowledge Representation and Reasoning
	Ontologies, Foundations of knowledge representation and Reasoning, Representing and Reasoning about objects, Relations, Events, Actions, Time, and Space; Predicate Logic, Situation calculus, Description Logics, Reasoning with defaults, Reasoning about knowledge, Sample applications.
Unit IV	Planning and Decision making
	Planning as search, Partial order planning, Construction and Use of planning graphs. Representing and Reasoning with Uncertain Knowledge: Probability, Connection to logic, Independence, Bayes rule, Bayesian networks, Probabilistic inference, and sample applications. Decision-Making: Basics of utility theory, Decision theory, Sequential decision problems, Elementary game theory, Sample applications.
Unit V	Machine Learning and Knowledge Acquisition
	Learning from memorization, Examples, Explanation, and exploration. Learning nearest neighbor, Naive Bayes, and Decision tree classifiers, Q-learning for learning action policies, Applications. Sample Applications of AI, Student project presentations.
Reference Books	1. Stuart Russell and Peter Norvig, Artificial Intelligence: A Modern

	<u>Approach, 3rd Edition</u> , By Pearson
	2. Knight, Kevin, Rich, Elaine, Nair, B; Artificial Intelligence, Third Edition, Tata McGraw-Hill Education Pvt. Ltd., 2008
	3. Kompella, Kashyap, Pelz-Sharpe, Alan, Artificial Intelligence, Third Edition, Deep Publishing
	4. Deepak Khemani, A First Course in Artificial Intelligence, McGraw Hill Education Pvt. Ltd, 2013
	5. Prabhat Kumar , Artificial Intelligence: Reshaping Life and Business, BPB Publication
Open Resources	
Tools and Softwares	Java, Python, C++, Lisp, and Prolog

8 COMPUTER APPLICATIONS IN BUSINESS

Soft Core

3 Credits

Prerequisites	Knowledge of Basic computer skills
Learning Objectives	This course is intended to introduce you to the application of excel in finance. The course seeks to develop your ability in using spreadsheets for financial modelling
Learning Outcomes	Understanding of the basic areas of computer applications.
Methodology	Lectures, Assignments, Lab and Project
Unit I	Excel for Financial Modelling
	Basic Excel features-Financial functions-Logical functions-Statistical functions-Look up and reference function-analysis tool pack
Unit II	How to build good excel models
	Documenting excel models- debugging excel models-Formula auditing tools-Financial statement forecasting-Review of theory and concepts-Modelling examples-Present Value and Net Present Value-The Difference between Excel's PV and NPV Functions-Internal Rate of Return and Loan Tables
Unit III	Introduction to Equities using Excel
	Portfolio mean and variance-Risk return representation of portfolios-Using solver to find efficient points-combining risky and risk free securities-asset pricing-single index model-estimating beta coefficients-variance covariance matrix-value-at-risk.
Unit IV	Testing the Security Market Line
	The First-Pass Regression-The Second-Pass Regression- Testing CAPM using excel-Solving an Unconstrained Portfolio Problem-Solving a Constrained Portfolio Problem.
Unit V	Event Studies
	Outline of an Event Study-Measuring the Stock's Behavior in the Estimation Window and the Event Window-Market-Adjusted and Two-Factor Models-The Event Window- Impact of Earnings Announcements on Stock Prices-Cumulative Abnormal Returns
Reference Books	Mary Jackson, Mike Staunton "Advanced Modelling using Excel and VBA John Wiley and sons limited 2007
	Gottlieb Isaac, "Next Generation Excel: Modeling in Excel for Analysts and MBAs JohnWiley and sons limited 2009
	Chandan Senguptha "Financial Modeling: Using excel and VBA John Wiley and sonslimited 2008
	Simon Benninga "Financial Modeling The MIT Press Cambridge, Massachusetts 2008

Open Resources	
Tools and Softwares	

9 RESEARCH METHODOLOGY

Soft Core

3 Credits

Prerequisites	Basic Knowledge on statistics and application softwares
Learning Objectives	To impart knowledge on Research Methodology Theory and Techniques for identifying, analysing and interpreting research problems in the real life situations.
Learning Outcomes	Sensing the importance of Research and development of Research design.
	Gain knowledge about Data Acquisition, Data Pre-processing and preparation
	Understand the concepts and applications of R and Excel Programming.
	Computational skills on widely using statistical techniques in various business research areas.
	Build knowledge regarding new costing techniques and apply those techniques for effective cost management
Methodology	Teaching with visual aids
	Assignments and Tests
	Problem Solving and Case Discussion
Unit I	Introduction
	Basics and types of research, hypothesis and research design, sampling and estimation, measurement and scales; pilot study, reliability test, item analysis and use of Cronbach Alpha.
Unit II	Data
	Data Acquisition, Data Pre-processing and preparation, Data quality and transformation, Data exploration and visualization, handling text data.
Unit III	R and Excel Programming
	Commands and Syntax, Packages and Libraries, Introduction to Data Types, Data Structures in R – Vectors, Matrices, Arrays, Lists, Factors, Data Frames, Importing and Exporting Data, Control Structure and functions. Excel: Introduction to statistical operations.
Unit IV	Statistical Analysis
	Inferential statistics, Linear Regression, Multiple Linear Regression, Non-Linear Regression, Forecasting models and clustering.
Unit V	Interpretation and Report Writing
	Importance of Interpretation; Pre-requisites of Interpretation; Errors in Interpretation; Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Evaluating a Research Report.
Reference Books	Naresh Malhotra, Marketing Research: An Applied Orientation, Pearson

	Cooper & Schindler, Business Research Methods. New Delhi:TMGH
	Kothari, Research Methodology: Methods & Techniques, New Age Intl., NewDelhi
	Levin & Rubin, Statistics for Management. New Delhi:PHI
	Mark Gardener, “Beginning R The statistical Programing Language, Wiley India Pvt Ltd, New Delhi (2015)
Open Resources	
Tools and Softwares	

10 STOCK AND FOREX TRADING LAB

Hard Core

4 Credits

Prerequisites	Basic knowledge of Financial Market Operation
Learning Objectives	To introduce the operations of the security market
	To understand the Trading Process, settlement, and legal frameworks
Learning Outcomes	Students who complete this course can do stock and forex trading.
Methodology	Practical Sessions
	Lab
	Live trading
	<p>List of practical:</p> <ul style="list-style-type: none"> • Evaluation of New Issue application forms • Identification of Risk Factors and Project viability in New Issues • Exploring the NEAT and BOLT screen based trading • Order types, Order Booking • Opening up of a DP account, PAN, etc • Trading and Settlement activities of on-line trading • Preparation of Technical Charts, exploring trends • Fundamental Analysis of Industry and identification of growth stocks • Company specific events and identification of stock price reaction to Dividend and Bonus announcements • Index Preparation and examining the portfolio performance • Clearing and Settlement activities and MIS Reporting • Marketing of Mutual Funds and Infrastructure Bonds – Critical Factors • F&O Segment – Broader features of the Screen trading • F&O Segment – Calculation of Cost of Carry, impounded costs • F&O Segment – Sport Market linkage • Forex trading – Basics • Determination of Merchant Rates • Forward Trading • Currency Derivatives
Open Resources	
Tools and Software	The trading app provided by respective brokers

11 MULTINATIONAL FINANCIAL MANAGEMENT

Soft Core

3 Credits

Prerequisites	Understanding of Financial Management and International Finance
Learning Objectives	To develop basic understanding on financial management of MNC's with special emphasis on cost of capital, Portfolio investment, International taxation and managing political risk
Learning Outcomes	To enable students to understand the basics of Multinational Financial Management To enable students to demonstrate an understanding of the international portfolio, capital structure and working capital management.
Methodology	Course activities consist of lectures, case study analysis, group discussions, seminar, Presentation, assignment writing and tests. Solving problems and evaluating decisions involving the financial data will be integral part of instruction
Unit I	Organisational Set up of Banks
	Growth and Importance of Multinational finance – Theory of Comparative Advantage – Goals of International Finance Management, Globalization of the world economy and major trends – Significance of Multinational corporations – FDI Global trends in FDI, Reasons for investing overseas – Cross – border mergers and acquisitions; Political risk and FDI - : measurement and management of political risk
Unit II	International Portfolio Investment and its benefits
	International diversification through country funds, ADRs and ETFs
Unit III	International Capital Structure and Cost of Capital
	International capital budgeting – Discounting and non-discounting methods – Capital budgeting from the parent firms perspective
Unit IV	Multinational Working Capital Management
	Short term overseas financing sources, Management of international cash balances, inventory & account receivables.
Unit V	International trade finance
	Letter of credit, Forfeiting, Countertrade, Government assistance for exporting; International tax environment – objectives on international taxation – types of taxation – national tax environment – tax heavens – controlled foreign corporation; Transfer pricing and related issues.
Reference Books	Apte P.G. International Financial Management, Tata McGraw hill New Delhi. 2009 5 th edition
	Shapiro, Alan C: Multinational Financial Management Prentice Hall, New Delhi, 2009 9 th edition
	Cheol S. Eun, Bruce G. Resnick, International Financial Management, Mc Graw – Hill- Irwin, 5 th edition - 2009

	Buckley, Adrian multinational finance, Prentice Hall New Delhi. 5 th edition
	Maurice. D. Levi, International finance – the markets and financial management and multinational business, Mc Graw Hill, Inc, 3 rd edition, ISBN -0-07-037687-5
Open Resources	

Soft Core

12 PROJECT MANAGEMENT

3 Credits

Prerequisites	Understanding of Financial Management, Financial Accounting and Financial Market
Learning Objectives	The course is designed to provide conceptual and practical understanding of the principles and technique involved in the management of banking institutions
Learning Outcomes	To enable students to understand the general banking scenario in India To enable students to demonstrate an understanding of the financials of the bank. The student will also acquaint himself with practical banking application and the regulation governing this sector.
Methodology	Course activities consist of lectures, case study analysis, group discussions, seminar, Presentation, assignment writing and tests. Solving problems and evaluating decisions involving the financial data of selected banks will be integral part of instruction
Unit I	Organisational Set up of Banks Board of Directors; Functions; Duties and Responsibilities; Statutory Provisions Regarding Board of Directors in State Bank of India and other Commercial Banks and Development Banks.
Unit II	Liquidity Management General Principles; Territories of Bank Liquidity; Properties in the use of Funds; Resource Allocations in Commercial banks and Development Banks; Management of Cash.
Unit III	Management of Capital Funds Functions; Necessity; Adequacy; Present Positions of Capital Funds in Indians Banks; Problems and Prospects of Capital Management in Commercial and Development Banks.
Unit IV	Management of Deposits and Primary Reserves Factors Influencing the Level of Individual Bank's Deposits; Legal Reserves; Forces Influencing Level of Working Reserve; Nature of Secondary Reserves; Functions and Management of Secondary Reserves.
Unit V	Management of Loans Characteristics of Commercial Bank Loans in India; Cardinal Principles of Sound Bank Lending; Loan Policy; Evaluating Credit Worthiness of Applicants; Supervision and Organisation of Bank Lending.
Reference Books	Kanhaiya Singh, Commercial Bank Management Mcgraw Hill Education Johannes Wernz, Bank Management and Control: Strategy, Capital and Risk Management Springer Bharati V. Pathak, The Indian Financial System: Markets, Institutions and Services Pearson IIBF, Bank Financial Management, Macmillan Education India Sujatra Bhattacharyya, Indian Financial System, Oxford University Press

Open Resources

www.imf.org, www.bis.org

13 COMMODITY DERIVATIVES: MARKETS & APPLICATIONS
Soft Core **3 Credits**

Prerequisites	Basic knowledge on derivatives markets and its instruments
Learning Objectives	To give necessary knowledge to students through introduction to commodity derivative markets, regulatory framework, risk management and spot and futures market operations
Learning Outcomes	To enable students to understand the general commodity market scenario in India The student will also acquaint with practical aspects of commodity derivative market application and the regulation governing this sector.
Methodology	Course activities consist of lectures, case study analysis, group discussions, seminar, Presentation, assignment writing and tests. Solving problems and evaluating decisions involving the financial data of selected banks will be integral part of instruction
Unit I	Introduction to Global Commodity Markets
	International Exchanges and History of Commodity Markets: History of Commodities Market * Physical Commodity (Spot) markets * Instruments, Exchanges, and Strategies • Commodity Forward Contracts, Futures, Options and Swaps • Requirement of Commodity Futures • Need for Commodity Derivatives Exchanges in Any Economy • Different Components of the Commodity Ecosystem • Different international Commodity Derivatives Exchanges: An Overview
Unit II	Commodities Regulatory Framework in India
	FCRA * FMC * Kabra Committee Report * Abhijit Sen Committee Report Etc. SEBI Act. Banking Act. Warehousing Development and Regulation Act. APMC Act
Unit III	Arbitrage and Spread Trading Strategies
	Cash and Carry Arbitrage * Reverse Cash and Carry Arbitrage * Spread Trading: Intra-Commodity / Inter-Commodity
Unit IV	Price Risk Management Using Commodity Prices
	Price risk management includes hedge strategies using commodity futures * concept of contango and backwardation * definition of hedging * basis risk * basis in contango and backwardation * Futures prices and relationship with cost of carry and cash prices * Concept of Continuous compounding * Who are the different participants and intermediaries in Commodities market * Basis Risk and scenario analysis* Investment strategies using futures * spread strategy * arbitrage using futures * cash and carry and reverse cash and carry arbitrage
Unit V	Commodity Market Operations
	Exchange Operations, Clearing & Settlement, Trading & Surveillance, Exchange Risk Management, Delivery Mechanism and Warehouse Receipts, Spot Markets: Trading mechanism Process of collection of cash prices * Due date rate * Margins * Risk management & surveillance (exchange perspective) * RMS parameters * Margins *

	Surveillance * Clearing & settlement mechanism * clearing entities * funds movement * mark-to-market process * membership structure in global commodity exchanges * The delivery mechanism in commodity markets, role of quality certification agencies, warehouses, delivery types (seller's option, both option, compulsory delivery), and the exchange delivery process itself * Concept of warehouse receipts * Dematerialisation and Rematerialisation in Commodities market * Dematerialization of warehouse receipts, and spot (physical commodity) market operations * Demonstration of MCX Trader's Workstation—the online trading platform
Reference Books	Commodity Derivatives” by Indian Institute of Banking and Finance, ISBN 9780230634152, Macmillan Publishers India, 2007
	Commodity Derivatives: Markets and Applications”, by Neil C.Schofeild, Published by John Wiley & Sons, ISBN:0470019107
	Commodities & Commodity Derivatives: Modeling and Pricing for Agriculture, Metal & Energy”, by Helyette Geman, Published by John Wiley & Sons, ISBN: 0470012188
	Introduction to Commodity Forwards and Futures”, by Prof.Christopher Culp, Published by JohnWiley & Sons, 2001
	Indian Commodity Market: Derivatives & Risk Management”, by Prof.Palanichamy, Dr.Shunmugam & Dr.Velmurugan.PS
Open Resources	

14 CORPORATE TAX PLANNING AND MANAGEMENT

Soft Core

3 Credits

Prerequisites	Basic knowledge about tax planning
Learning Objectives	To understand the innovative ideas in corporate tax in India and to give expert advice required regarding various tax issues for decision making
Learning Outcomes	Giving expert advice in corporate tax planning Able to independently handle corporate tax planning
Methodology	Lecture Problem Solving Case study
Unit I	Title: Corporate taxation: Contents: Taxable Income and Tax Liability. Problems on Computation of Taxable Income of Corporate. Minimum Alternative Tax. Dividend Distribution Tax. Tax on Income distributed to Unitholders. Tax incentives to the exporters.
Unit II	Title: Corporate Tax Management: Contents: Return of Income. Assessment. Advance Payment of Tax. Tax Deductions at Source. Tax Collection at Source. Appeals and revisions. Income Tax Authorities. Settlement of Cases. Advance Ruling for Non Residents. Search and Seizure. Penalties and Fines
Unit III	Title: Corporate Tax Planning Contents: Introduction of Tax Planning. Tax planning concerning Forms of Business. Nature of Business. Location of Business. Tax Planning Vs. Tax Management. Tax Avoidance Vs. Tax Evasion
Unit IV	Title: Tax Planning and Corporate Decisions: Contents: Tax Planning for business. Capital Structure Decision. Dividend Distribution Decision. Own or Lease. Make or Buy Decision. Shutdown or Continue Decisions. Repair or Replace. Sale of Assets used for Scientific Research.
Unit V	Title: Tax Issues Relating to Business Restructuring Contents: Amalgamation. Demerger. Conversion of Sole Proprietary into Company. Conversion of Firm into Company. Slump Sale. Transfer of Assets between Holding and Subsidiary Company.
Reference Books	V.K. Singhania and Monica Singhania Corporate Tax Planning and Business Tax Procedure Taxmann Publication Ltd., 22th edition 2018 V.K. Singhania and Kapil Singhania "Direct Tax Laws and Practice Taxmann Publication 51th edition 2018 H.C. Mehrotra and S.P. Goyal Income Tax Law and Accounts Sahitya Bhawan Publications 59st edition 2018 Gaur and Narang Income Tax Law and practice Kalyani Publication 46th edition 2018 V.K. Singhania and Kapil Singhania Corporate Tax Planning and Management Taxmann Publication 20th edition 2018
Open Resources	https://onlinecourses.swayam2.ac.in/ugc19_hs24/preview

Tools and Software	TurboTax Business. Pro Series, Avalara
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15 MERCHANT BANKING AND FINANCIAL SERVICES

Soft Core

3 Credits

Prerequisites	Basic Understanding about the financial intermediaries
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Learning Objectives	Aimed to equip students to with various financial services to provide advice or to get jobs into the companies, which are specializing in it
Learning Outcomes	Role and responsibilities of Merchant Banker, Rules and Regulations relating to Merchant banking in India
Methodology	Chalk and talk, Presentation, Assignment
Unit I	Title: Merchant Banking Contents: Meaning; Origin; Merchant Banks and Commercial Banks; Services of Merchant Banks; Regulations - SEBI, Companies Act 2013, Stock and commodity Exchanges; Merchant Banking in India – Registration, Licensing procedure and Challenges
Unit II	Title: Financial Services Contents: Fee based Services – Merchant Banking Services – Issue of Securities – IPO – FPO – (Application Supported by Blocked Amount) ASBA – Book Building – Buyback of Shares – Depositories – Debenture Trusteeship – Stock Broking Services - Portfolio Management – Fund Based Services – Lease Financing – Hire Purchase – Bill Discounting – Factoring – Forfeiting – Wealth Management
Unit III	Title: Underwriting Contents: Meaning and Nature of Underwriting; Forms of Underwriting; Need and Significance of Underwriting; Underwriting of Capital Issues in India; SEBI’s Guidelines on Underwriting
Unit IV	Title: Credit Rating Contents: Meaning and Functions of Credit Rating; Significance of Credit Rating; Credit Rating in India; Rating Process and Methodology; Credit Rating Agencies in India; Limitations of Rating; Future of Credit Rating in India
Unit V	Title: Stock Broking & Depository services Contents: Introduction; Stock Brokers; Sub-Brokers; Foreign Brokers; Stock Market Trading. Depository services: Meaning and Objectives of Depository Services; Depository Process; Trading in a Depository System; Depository System in India; Depository Institution in India; SEBI Regulations
Reference Books	L M Bhole & Jitendra Mahakud, Financial Institutions and Markets: Structure, Growth & Innovations, Mcgraw Hill Education (India) Private Limited Clifford Gomez, Financial Markets, Institutions, and Financial Services, PHI Learning Private Limited Bharati V. Pathak, The Indian Financial System: Markets, Institutions and Services Pearson Publication

	Das, Subhash Chandra, The Financial System In India: Markets, Instruments, Institutions, Services and Regulations, PHI Learning Private Limited
	Sunil Parameswaran, Fundamentals of Financial Instruments: An Introduction to Stocks, Bonds, Foreign Exchange and Derivatives, Wiley Finance
Open Resources	
Tools and Softwares	

Hard Core**4 Credits**

Prerequisites	Basic knowledge on Corporate Finance& Companies Act 2013
Learning Objectives	To provide an in-depth study of the evolution and development of corporate Governance along with the issues and practices that governs corporate sectors.
Learning Outcomes	<ol style="list-style-type: none"> 1. Understand the concepts of corporate governance 2. Value the shareholder and stakeholder rights and responsibilities 3. Relationship between Corporate Governance, Corporate Finance, Investments and Shareholders wealth maximising 4. Solve case studies in the field of corporate governance and apply knowledge to different cases
Methodology	Lectures, Assignments, Case discussion
Unit I	Conceptual framework of corporate governance
	Theories – Evolution – Principles of corporate Governance - Economic of organization and information – understanding of the shareholder VS stakeholder concept of governance.
Unit II	Corporate and Board Management
	Corporate Ownership structure- Board of directors: types of directors - role, composition, systems and procedures – Functional committees – executive remunerations
Unit III	Legal and regulatory framework of corporate Governance
	Legislative provisions of corporate governance in India: Companies Act 2013, LODR – legislative framework in US, UK and other developed nations
Unit IV	Board Committees and role of professionals
	Need –Functions – Advantages – scopes and constitution of Board Committees, Board Charter – terms of reference and accountability and performance appraisals – independence - role of professionals in board committees.
Unit V	Corporate Governance Codes and Practices
	Major expert Committees reports – case studies on corporate governance – Indian and overseas perspective – value creation through corporate Governance - corporate governance rating
Reference Books	1. A.C. Fernando, Corporate Governance, Principles, policies and Practices –, Pearson Education
	2. Neeti Shikha, Geetanjali Sharma, Corporate Governance in India: Principles and Policies, CENGAGE Publication.
	3. Indian Institute of Corporate Affairs, Corporate Governance, Taxmann
	4. Neil Minow Robert A. G. Monks, Corporate Governance, 4 th Edition, Wiley India Private Limited.
	5. Companies Act 2013and Rules; SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015; Journal and E-Bulletin “Chartered Secretary” and “Student Company Secretary” published by ICSI

Open Resources	Newspapers and magazines, Corporate Governance –National Portal of India
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Soft Core

3 Credits

Prerequisites	Basic knowledge about strategic management
Learning Objectives	It is to familiarize the students with the concepts and approaches of managing corporate finance from a Strategic perspective.
Learning Outcomes	Effective application of strategies Making strategic decisions
Methodology	Lecture Case study and discussions
Unit I	Title: Financial Policy and Corporate Strategy Contents: strategic decision-making framework, the interface of financial policy and strategic management, balancing financial goal and sustainable goals.
Unit II	Title: Project planning and Capital Budgeting Contents: Feasibility study, cash flow projection - Impact of taxation, depreciation, inflation and working capital, capital budgeting decision: certainty equivalent approach, evaluation of risky investment proposal, simulation and decision tree analysis, sensitivity analysis, capital rationing, adjusted net present value, replacement decision and application of real options in capital budgeting. Preparation of project report.
Unit III	Title: Leasing decision including cross-border leasing: Contents: Leasing: concepts, types, importance, benefits and limitation, lease evaluation. Cross border leasing
Unit IV	Title: Mergers and acquisition: Contents: Meaning, process and types, legal and regulatory requirements. Merger acquisition agreement. Adverse competitive effects of a merger. Corporate takeovers: coinsurance effects cross border takeover, forms of takeover and takeover defenses, control transaction: leveraged buyout, management buyout, spin-off, and asset divestiture.
Unit V	Title: Restructuring Contents: concepts, types and importance, legal aspects. Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets and targeted stock offerings, downsizing and layoff programs, negotiated wage give-back, employee buyouts.
Reference Books	Prasanna Chandra Financial Management: Theory and Practice. New Delhi: Tata Mc Graw Hill Tony Grundy, Gerry Johnson & Kevan Scholes Exploring Strategic Financial Management Europe: Prentice-Hall. SOFAT, RAJNI, HIRO, PREETI Strategic Financial Management PHI Learning Private Limited

	CMA KALYANI KARNAStrategic Financial ManagementCorporate Plus Publications Private Limited
	CA Dr. K.M. Bansal, CA Anjali Agarwal Strategic Financial Management Taxmann
Open Resources	https://nptel.ac.in/courses/110/108/110108047/
Tools and Software	Spider impact KPI fire

18 PROJECT AND ENTREPRENEURSHIP

Soft Core

3 Credits

Prerequisites	Basic knowledge about project finance
Learning Objectives	To enrich the students on various aspects of establishing and managing SME's and managing finances.
Learning Outcomes	Apply principles in the entrepreneurial and family business
	Preparing a startup business plan
	Defending the business plans
Methodology	Lecture
	Case studies
	Making sample projects for funding
Unit I	Title: Concepts of Project Management
	Contents: Project management – nature and scope of project management; Project management as a profession; Role of the project manager. Project identification, Project selection, Project formulations, project report preparation, and sources of financial assistance.
Unit II	Title: Project Appraisal
	Contents: Objectives, essential of a project methodology – Market appraisal – Technical appraisal – Financial appraisal –Commercial appraisal- Managerial appraisal-Social Cost-Benefit Analysis (SCBA) – L&M approach & UNIDO approach – SCBA in India.
Unit III	Title: Introduction to Entrepreneurship
	Contents: Entrepreneur and Entrepreneurship, Role & Functions of entrepreneur – Entrepreneurial Competencies, Problems faced by Entrepreneurs, - Entrepreneurial Dimensions: Intrapreneurship – Social Entrepreneurship- Political Entrepreneurship- Cultural and Sports Entrepreneurship – Women and Rural Entrepreneurship.
Unit IV	Title: Entrepreneurship Environment
	Contents: Significance – Internal and External Environment forces- psychological, social, cultural, political, legal and economic forces – Entrepreneurial Culture- Entrepreneurial Society- EDP: Steps in EDP Process—Role of EDI, EDCs & DST (STEP) – Startup finance – state and central schemes – crowdfunding, venture capital.
Unit V	Title: Developing Enterprises:
	Contents: :Identifying the Business Opportunities –, Feasibility Study, Market Survey and Research, Assess demand and selecting the Right Project, Developing Business Plans, Techno-Economic feasibility assessment, Determine the Resources required, Finance, Technology & Legal Formalities, Preparation of Project Report. Statutory compliance of SME's- Registration- Permission from Pollution Board-Labour Office - Income-tax Department etc.

Reference Books	Chaudhary, S: Project Management, Tata McGraw Hill, New Delhi.
	Vasant Desai, <i>The Dynamics of Entrepreneurial Development and Management</i> , Himalaya Publishing House, 2009.
	Timothy, D.R., and W.R. Sewell: Project Appraisal and Review, Macmillan, India.
	David I Cleloyd, "Project Management" McGraw Hill, New Delhi 1999
	Poornima M. Charantimath, 'Entrepreneurial Development And Small Business Enterprises', Pearson Education Licensee, New Delhi 2006.
Open Resources	https://onlinecourses.nptel.ac.in/noc20_ge08/preview
Tools and Software	Wave accounting Wix (website building software)

19 VALUE ADDED COURSE

Soft Core

3 Credits

For acquiring 3 credits, courses should be selected which has minimum 12 hour per week from any one the following institutes. Prior registration and approval with the Department is a must for getting credit.

Prerequisites	As per the Requirements of the course floated on the online platforms
Learning Objectives	The student has to register and complete a certification course offered by any one of the online platform (certification from any one module)
Learning Outcomes	Student can opt their subject based on their interest & Requirements
Methodology	As adopted by the respective courses
Option I	NISM
Option II	NSE – NCFM
Option III	Indian Institute of Banking and Finance
Option IV	MCX – Commodity Professionals
Option V	BSE Institute Limited (bsebti.com)
Open Resources	Respective websites of the Institute
Tools and Softwares	

20 SUMMER PROJECT AND VIVA – VOCE

Soft Core

3 Credits

Prerequisites	
Learning Objectives	This paper aimed to equip student with the advances and industry specific activities of the business through research or internship and apply the theoretical knowledge learned.
Learning Outcomes	
Methodology	<p>The students are expected to undertake either internship or research project (may be primary or secondary source based) in any one of the areas of Finance, Accounting, and Taxation at the end of II semester during summer vacation for 45 days.</p> <p>Report is to be submitted in the third semester, which will be evaluated along with the III Semester examination.</p> <p>Project report evaluation consists of both internal and external marks of 40 and 60 respectively.</p> <p>Internal marks of 40 would be awarded based on two presentations (mid term and final) to be made by students in the presence of all the faculty members of the department. Each presentation would carry 20 marks.</p> <p>Final report can be submitted only when student has made two presentations; if any student fails to make two presentations then he/she will have to repeat in the next year when this paper is offered.</p> <p>Final report would be evaluated for 60 marks, based on the quality of report and performance in viva.</p> <p>All faculty of the department with external examiners will hold viva voce examination.</p> <p>Any student who fails in “project report” is expected to redo the entire process in the next year when paper is offered.</p>

