

**GULBARGA**



**UNIVERSITY,**

**GULBARGA**

**DEPARTMENT OF COMMERCE**

**REGULATIONS GOVERNING ADMISSION TO  
POST-GRADUATE DEGREE**

**IN**

**COMMERCE (M.COM.)**

**Under the Faculty of Commerce and Management**

**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**

**AND**

**CONTINUOUS ASSESSMENT GRADING PATTERN (CAGP)**

**2011**

# **REGULATIONS GOVERNING ADMISSION TO POST-GRADUATE DEGREE IN COMMERCE (M.COM.) UNDER CHOICE BASED CREDIT SYSTEM (CBCS) AND CONTINUOUS ASSESSMENT GRADING PATTERN (CAGP), GULBARGA UNIVERSITY, GULBARGA-2011**

## **1. Title and Commencement**

These Regulations govern admission to post-graduate degree in commerce (M.Com.) under Choice Based Credit System (CBCS) and Continuous Assessment Grading Pattern (CAGP), Gulbarga University, Gulbarga-2011 and comes into effect from 2011-12 and onwards.

### **Programme Offered:**

The P.G. Degree in Commerce (M.Com.) is offered under faculty of Commerce.

## **2. Definitions**

**Programme:** A Programme is a level of education consisting of a set of courses leading to the award of Master's degree in Commerce (M.Com.) for a specified duration.

**Semester:** A semester is a duration of four consecutive months with a minimum of 90 working days.

**Blank Semester:** A semester is said to be a blank semester for a candidate if he/she does not enroll for that semester.

**Credit:** A credit is a unit of study of a fixed duration. In terms of credits, every one hour session of L amounts to one credit and a minimum of two hour session of T or P amounts to one credit.

**Tutorial:** A Tutorial is supplementary practice to any teaching – learning process that may consist of participatory discussion / self study/ desk work/seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the lecture classes. Seminars, Case Study, Discussion Sessions etc., are part of Tutorial.

**Practical/Practice:** A practical / practice is a method of imparting education that consists of hands on experience / laboratory experiments / field studies / study tour etc., that equip students to acquire the required skill component.

**Hard Core Course:** A hard core course is a course that is fundamental and compulsory in requirement for a subject of study in a particular program. The hard core course prescribed for study in a Programmes shall not be replaced by studying any other course(s). Essential Field work, Term work etc., leading to report writing and project / dissertation of the main Programmes of study shall be treated as hard core course.

**Soft Core Course:** A soft core course is a course chosen from the pool of courses in the main discipline / related discipline supporting the main discipline. Each soft core course shall have a specified pre-requisite decided by the Board of Studies.

**Open Elective Course:** An Open Elective is a course chosen from the courses offered for the purpose, by any Department of Studies other than the parent department in the University/College with an intention to seek exposure to students of other discipline(s). Students of same discipline need not enroll in such open electives.

**Project Work:** A project work is a special course involving application of knowledge in solving / analyzing / exploring a real life situation / difficult problem.

### **3. Duration of the Course:**

**3.1.** Unless and otherwise provided, a Master's degree Programme is of four semesters- two years duration. A candidate can avail a maximum of eight semesters-four years (in one stretch) to complete Master's degree (including blank semesters, if any). Wherever a candidate opts for blank semesters, he/she has to study the prevailing courses offered by the department when he/she continues his/her studies.

**3.2** A candidate admitted to a two years Masters Programmes can exercise an option to exit with Bachelor's Honor's degree / PG diploma degree. Bachelor's honors degree shall be awarded to a candidate who has studied that subject at the three-year undergraduate degree as one of the optional subjects, P.G. diploma in case of a

candidate who has not studied that subject at the three year undergraduate degree as one of the optional subjects. However, in both the cases, the candidate should have earned the total credits fixed for the First and Second semester Master Programmes of that subject under Faculties of Commerce and Management.

**4. Eligibility for Admission:**

A candidate who has secured a minimum of 50% in aggregate (45% in case of candidates belonging to SC/ST/Cat-I) at the B.Com./ BBM/ BBA/ BCS (Bachelor of Company Secretary) Degree course of this university or of any other university recognised as equivalent there to, shall be eligible for admission to the First Semester of the course.

**5. Intake:** Intake for the programme shall be decided by the university.

**6. Medium of Instruction:**

The medium of instruction shall be English. However, a candidate will be permitted to write the examinations either in English or in Kannada.

**7. Attendance:**

7.1 Each semester shall be taken as a unit for the purpose of calculating attendance. A student shall be considered to have put in the required attendance for the Semester, if he/she has attended not less than 75% of the number of working hours/periods in each semester.

7.2 Shortage of attendance up to 15% (i.e. 60% or more but less than 75%) may be condoned by the Vice-Chancellor on the recommendation of the Principal of the College on payment of Fee prescribed by the University. There shall be no condonation if attendance is below 60% during any semester, for any reason.

7.3 A candidate who does not satisfy the requirement of attendance shall not be eligible to take examination of the concerned semester.

7.4 A candidate who fails to satisfy the requirement of attendance in a semester shall repeat that semester when offered in the immediate subsequent year. This facility shall be available only for two times in the entire course.

- 7.5 In the case of a candidate who represents his/her Institution/University, Karnataka State / Nation in Sports / NCC / NSS / Cultural or any official activities shortage of attendance up to a maximum of 15 days in a semester may be condoned, based on the recommendation and prior permission of the Head of the Institution concerned.
- 7.6 The Chairman of the Department with the approval of Department Council shall notify the monthly attendance of students in the first week of every month on the notice board of the Department with a copy to the Deputy Registrar (Academic), Gulbarga University, Gulbarga. Further, the Chairman of the concerned Department shall send the monthly attendance of students with respect to open elective paper/s to the parent department/s of the students in the first week of every month.

## **8. Registration of Credit Matrix / Pattern**

- 8.1 It is mandatory for every student, to register officially the courses opted under CBCS system in a Registration Card which contains details of hardcore and softcore selected for a semester. All details like attendance, course completion particulars, and dates of tests attended by the student are entered in this card. The card is prepared in duplicate. One card will be with the department and one card will be with the concerned University Examination wing. Students are allowed to make a photocopy of this at the end of the semester for their records.
- 8.2 Registration cards form the basis for a student to undergo sessional tests and end-semester examination. Application forms for examinations are to be filled up based on the choices indicated in this card and submitted to the University along with the prescribed examination fee.
- 8.3 There will be no individual correspondence made by the University unless otherwise required for a specific reason.

## **9. Scheme of Instructions:**

- 9.1 There shall be three components of study, viz., i) Lecture, ii) Tutorial and iii) Practical/Practice in a given course.
- 9.2 A course shall have either Lecture component or Practical/ Practice component or the combination of either of any two components or all the three components. That means a course may have only Lecture component, or only Practical/ component or

combination of Lecture and Practical/Practice, Lecture and Tutorial, Practical/Practice and Tutorial or Lecture, Tutorial and Practical / Practice components.

9.3 The credit pattern of the course is indicated as L: T: P. The credit value of the course shall be the sum of the credits allotted for L, T, and P components.

## **10. Components of a Programme:**

10.1 The Programme shall consist of the following courses:

- i) Hard core course
- ii) Soft core course
- iii) Open Elective course.

### **10.1.i Credits for Hard Core Courses:**

- The number of credits allotted to each hard core course shall be of 5 credits.
- The total credits allotted for hard core courses for the entire Programme shall be of 70 credits.

### **10.1.ii Credits for SOFT CORE COURSE:**

- The number of credits allotted to each soft core course shall be of 5 credits.
- The total credits allotted for SOFT CORE COURSE for the entire Programme shall be of 20 credits.

### **10.1.iii Open Elective Courses:**

- The number of credits allotted to each open elective course shall be of 4 credits.
- The total credit allotted for open elective course for the entire Programme shall be of 8 credits.

## 11. COURSE STRUCTURE OF THE M.COM. PROGRAMME

Unless otherwise provided, a candidate has to earn the total credits for successful completion of a two-year degree programme by studying hard core, soft core and open elective course as given below.

Semester Level	Course	Max. Marks				Total Marks	Hrs / Week	Credits
		IA	Practl.	Sem. End Exam	Duration of Examn.			
<b>SECOND</b>	<b>HARD CORE COURSES</b>							
	<b>Course-2.1:</b> Strategic Management	20	-	80	3 Hrs.	100	05	05
	<b>Course-2.2:</b> Accounting Systems	20	-	80	3 Hrs.	100	05	05
	<b>Course-2.3:</b> Human Resource Management	20	-	80	3 Hrs.	100	05	05
	<b>SOFT CORE COURSE</b>							
	<b>Course-2.4:</b>	20	-	80	3 Hrs.	100	05	05
	<b>Open Elective Course-2.5:</b>  (To be chosen from the courses offered by the other departments)	20	-	80	3 Hrs.	100	04	04
	Total Marks / Credits for the semester	100	-	400	-	500	24	24
	<b>OPEN ELECTIVE COURSE</b> (Meant for the students of other departments)	-	-	-	-	-	-	-

\* Project report semester end 60 marks for evaluation and 20 marks for viva voce examination.

**GROUP-WISE SOFT CORE COURSE AVAILABLE FOR CHOICE TO STUDENTS**

**GROUP-A: COST ACCOUNTING AND TAXATION**

<b>Semester Level</b>	<b>Course No.</b>	<b>Name of the Course</b>
II	2.4	Strategic Cost Management

**GROUP-B: FINANCE**

<b>Semester Level</b>	<b>Course No.</b>	<b>Name of the Course</b>
II	2.4	Security Analysis and Portfolio Management

**GROUP-C: MARKETING**

<b>Semester Level</b>	<b>Course No.</b>	<b>Name of the Course</b>
II	2.4	Relationship Marketing

**GROUP-D: BANK FINANCE**

<b>Semester Level</b>	<b>Course No.</b>	<b>Name of the Course</b>
II	2.4	Derivatives



## OPEN ELECTIVE COURSES AVAILABLE FOR CHOICE TO STUDENTS OF OTHER DEPARTMENTS

Semester Level	Course No.	Name of the Course
II	2.5	Individual Investment and Tax Planning OR Finance for Non-finance people.

### 12. ASSESSMENT AND EVALUATION:

12.1 Assessment and evaluation processes happen in a continuous mode. However, for reporting purposes, a semester is divided into 3 discrete components identified as C<sub>1</sub>, C<sub>2</sub>, and C<sub>3</sub>.

12.2 The performance of a candidate in a course will be assessed for a maximum of 100 marks as under.

a) The first component (C<sub>1</sub>), of assessment is for 10 marks. This will be based on test, assignment, seminar, case study, field work, project work etc. This assessment and score process should be completed after completing 50 percent of syllabus of the course/s and within 45 days of semester program.

b) The second component (C<sub>2</sub>), of assessment is for 10 marks. This will be based on test, assignment, seminar, case study, field work, project work etc. This assessment and score process should be based on completion of remaining 50 percent of syllabus of the courses of the semester. Thus,

Total Marks for each course	= 100 marks.
Continuous assessment (C <sub>1</sub> )	= 10 marks.
Continuous assessment (C <sub>2</sub> )	= 10 marks.
Semester end Examination (C <sub>3</sub> )	= 80 marks.

12.3 During the 18<sup>th</sup> -20<sup>th</sup> week of the semester, a semester-end examination of 3 hours duration shall be conducted by the University for each course. This forms the third/final component of assessment (C<sub>3</sub>) and the maximum marks for the final component will be 80.

- 12.4 In case of a student who has failed to attend the C<sub>1</sub> or C<sub>2</sub> on a scheduled date it shall be deemed that the student has dropped the test. However, in case of a student who could not take the test on scheduled date due to genuine reason, such a candidate may appeal to the chairman / Programmes Coordinator in consultation with the concerned teacher shall decide about the genuinity of the case and decide for conduct of one special test to such candidates on the date suitable to the concerned teacher but before commencement of the concerned semester end examinations.
- 12.5 The consolidated marks statement of C<sub>1</sub> & C<sub>2</sub> be submitted to the Registrar (Evaluation) at least 15 days prior to the commencement of semester end examination.
- 12.6 For session tests of C<sub>1</sub> & C<sub>2</sub>, the students should bring their own answer scripts (of A4 size), graph sheets etc., required for such tests and these be stamped by the concerned department using their department seal at the time of conducting tests.
- 12.7 The outline for continuous assessment activities for Component-I (C<sub>1</sub>) and Component-II (C<sub>2</sub>) of a course shall be as under.

**Outline for continuous assessment activities for C<sub>1</sub> and C<sub>2</sub>**

<b>Activities</b>	<b>C<sub>1</sub></b>	<b>C<sub>2</sub></b>	<b>Total marks</b>
Session Test	10 marks	10 marks	20

- 12.8 The Chairman of the Department with the approval of Department Council shall notify the time table for C<sub>1</sub> and C<sub>2</sub> session tests on the notice board of the Department. The teachers concerned shall conduct test and evaluate the course paper. The evaluated course scripts of component I (C<sub>1</sub>) and component II (C<sub>2</sub>) shall be immediately provided to the candidates after obtaining acknowledgement in the register by the concerned teacher(s) and maintained by the Chairman, Post-Graduate Department and the Principal / Director in case of Institutions. Before commencement of the semester end examination, the evaluated script of C<sub>1</sub> and C<sub>2</sub> shall be obtained back to maintain the same till the announcement of the examination results of the concerned semester. The Chairman of the Department shall make arrangements to display the statement of C<sub>1</sub> and C<sub>2</sub> component session test marks on the notice board of the Department, immediately after each test.

12.9 If a course has both theory and practical components with credit pattern L: T: P:, then as parts of (C<sub>3</sub>), the theory and practical examinations shall be conducted for 80 marks each. The final (C<sub>1</sub>) component marks shall be decided based on the marks secured by the candidate in these two examinations with weightage factors of L+T and P respectively for theory and practical examinations. Suppose X and Y are the marks secured by a candidate out of 50 respectively in theory and practical examinations in course of credit distribution L:T:P, then the final marks M in C<sub>3</sub> is decided by

$$M = ((L+T)*X+P *Y)/(L+T+P).$$

12.10 The details of continuous assessment are summarized in the following Table.

<b>Component</b>	<b>Syllabus in a course</b>	<b>Weightage in percentage points.</b>	<b>Period of Continuous assessment</b>
C <sub>1</sub>	First 50%	10	First half of the semester. To be consolidated by 8 <sup>th</sup> week
C <sub>2</sub>	Remaining 50%	10	Second half of the semester. To be consolidated by 16 <sup>th</sup> week
C <sub>3</sub>	Entire syllabus of the course. (Semester-end examination)	80	To be completed during 18 <sup>th</sup> - 20 <sup>th</sup> Week.

12.11 A candidate's performance from all 3 components shall be in terms of scores, and the sum of all three scores shall be 100 percentage points.

12.12 Finally, awarding the grades shall be completed latest by 24<sup>th</sup> week of the Semester by the Registrar (Evaluation).

12.13 Upon successful completion of Bachelors Honors / Masters degree a final grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Registrar (Evaluation).

12.14 The grade and the grade point earned by the candidate in the subject shall be as under.

<b>P</b>	<b>G</b>	<b>GP = V x G</b>
90-100	9 (A++)	V X 9
80-89	8 (A+)	V X 8
70-79	7 (A)	V X 7
60-69	6 (B+)	V X 6
50-59	5 (B)	V X 5
0-49	0 (C)	V X 0

Here, P is the percentage of marks secured by a candidate in a course which is rounded to nearest integer. V is the credit value of the course. G is the grade and GP is the grade point.

If G = 0 (C), (GP=0) then the candidate is considered as pending automatically. He / she is not said to have failed in the course.

12.15 Overall Cumulative Grade Point Average (hereafter CGPA) of a candidate after successful completion the required number of credits as predetermined for the programmes under various faculties is given by the ratio of the cumulative sum of the grade points earned by candidate during all the semesters to the cumulative sum of the credits specified for the entire programme.

$$\text{CGPA} = \frac{\sum \text{GP}_i}{\sum V_i}$$

Where,  $\text{GP}_i$  denotes the grade points earned in the course

$V_i$  denotes the credit value specified for the course.

12.16 Final Grade Point (FGP) shall be awarded on the basis of CGPA of the candidate.

CGPA	FGP
$8 \leq \text{CGPA} < 10$	1
$6 \leq \text{CGPA} < 8$	2
$5 \leq \text{CGPA} < 6$	3

### 13. Setting Question Papers and Evaluation of Answer Scripts.

13.1 There shall be Board of Examiners (BOE) constituted by the BOAE for each program.

13.2 There shall be two sets of question papers for each course, of which at least one should be set by an external examiner.

13.3 Whenever there are no sufficient internal examiners, the Chairman BoE shall get the question papers set by external examiners.

13.4 The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.

- 13.5 There shall be double valuation for all theory papers, dissertation, /project /Field works. The average of the marks awarded by the internal and external examiners shall be taken as the final marks (subject to 13.6) for that particular course.
- 13.6 In case of 20% or more difference in the marks awarded in the theory papers by the internal and external valuers, the script shall be referred to the third valuer (who shall be an external) and the average of the nearest two shall be considered for the final award of marks.

#### **14. Submission and Evaluation of Project / Dissertation:**

- 14.1 The candidate has to submit the project / dissertation before one week of the commencement of respective semester end examination. However, in case of a course, if the candidate has to go for in plant training/ internship / field work etc., as the case may, the candidate shall submit the project / dissertation within one week of the completion in plant training / internship / field work etc.
- 14.2 The responsibility of allocating the project work including the topic of the project, duration and the time for the field work etc., shall be decided by the Departmental Council either at the end of the previous semester or in the beginning of the commencement of the semester.
- 14.3 Right from the initial stage of defining the problem, the candidate has to submit the progress reports periodically and also present his/her progress in the form of seminars in addition to the regular discussion with the guide. Components of evaluation of the Project / Dissertation are as follows.
- Component – I(C<sub>1</sub>): Periodic progress of the project work (10%)
- Component – II(C<sub>2</sub>): Results of Work and Draft Report (10%)
- Component– III(C<sub>3</sub>): Final viva-voce and evaluation of the report (80%). [The report evaluation is for 60% and the viva voce examination is 20%].
- 14.4 The (C<sub>3</sub>) (component-III) for the project work shall be evaluated by a panel of two members consisting of the guide and an external examiner.

#### **15. Challenge Valuation**

- 15.1 A student who desires to apply for challenge valuation of theory marks shall obtain a Xerox copy of the answer script by paying the prescribed fee within 10 days after the

announcement of the results. He / She can challenge the grade awarded to him/her by submitting an application along with the prescribed fee to the Registrar (Evaluation) through the proper channel within 15 days after the announcement of the results.

- 15.2 This challenge valuation shall be applicable only for C<sub>3</sub> Component of courses (theory) only.
- 15.3 The candidate has to surrender the grade card if issued earlier to him/her before announcement of the results of the challenge valuation.
- 15.4 The answer scripts for which challenge valuation is sought for shall be sent to another external examiner. The marks awarded in the challenge valuation shall be the final.

**16. Discard Policy of Answer Sheets:**

- 16.1 Such of the answer scripts of tests, assignments etc., relating to component I & II that are valued shall be maintained in the Department / College / Institution by the Chairman / Principal / Head of Institution till completion of the one year duration and the commencement of the ensuing semester end examination and there after these evaluated scripts of tests, assignments etc. be discarded immediately by the concerned Chairman / Principal / Head of the Institution.
- 16.2 The answer scripts of C<sub>3</sub> examination conducted by the University be maintained by the Registrar (Evaluation) for a period of one year after announcement of the results of the concerned semester and all the answer scripts be discarded soon after completion of the one year duration after announcement of the results and no complaints what so ever about the marks awarded to courses relating to these scripts be entertained.

**17. Pending Course/s:**

- 17.1 In case a candidate secures less than 32 percentage points out of 80 percentage points in C<sub>3</sub> (i.e., 40% of total marks assigned for C<sub>3</sub>) or secures more than 32 percentage points out of 80 percentage points in C<sub>3</sub> but less than 50 percentage points out of 100 percentage points in C<sub>1</sub>, C<sub>2</sub> and C<sub>3</sub> put together, the candidate is said to have not completed the course and he/she has to utilize PENDING option. The candidate with pending option shall complete C<sub>3</sub> component before the end of double the duration by reappearing only for C<sub>3</sub> component of that course and he/she carries the same marks awarded in C<sub>1</sub> and C<sub>2</sub>.

17.2 The candidate has to earn at least 50% of the total credits (courses) specified for First and Second Semester of the Programmes in order to proceed to the Third Semester.

17.3 The tentative / provisional grade card will be issued by the Registrar (Evaluation) at the end of every semester indicating the courses completed successfully. This statement will not contain the list of PENDING courses.

**18. Issuance of Marks Certificate:**

On successful completion of a given program, the University shall issue to the student consolidated marks statement, with details of CGPA score and the actual percentage of aggregate marks secured in all courses of the Programmes on payment of the prescribed fee by the student.

**19. Provision for Improvement of the Results:**

A candidate has an option to withdraw a course or courses of any semester within seven days after the announcement of final results of the P.G. degree program; if he / she feels that he / she can improve his / her results in terms of grade. The withdrawal of a course can be only for C<sub>3</sub> components except practical / project work / dissertation / viva-voce. The candidate has to reappear for only C<sub>3</sub> component to improve, carrying the marks of C<sub>1</sub> and C<sub>2</sub> components of the chosen course.

**20. Classification of Results**

Class shall be awarded to a candidate based the Final Grade Point (FGP) awarded to the candidate as stated below.

<b>FGP</b>	<b>Class awarded</b>
1	First class with Distinction
2	First Class
3	Second Class

**21. Award of Ranks, Medals and Prizes**

Only such candidates, who successfully earn the total credits specified for the PG Degree program/s under various faculties in four successive semesters, shall be considered for award of ranks, medals, and prizes.

**22. Eligibility for Applying Fellowships, Scholarships, Free-ships**

Eligibility for applying fellowships, scholarships, free-ships shall be as prescribed by the University.

**23. Repeal and Savings:**

- a) Notwithstanding anything contained in this regulation, the provisions of any order or regulations in force shall be inapplicable to the extent of their inconsistency with this regulation.
- b) The university shall issue such orders, instructions etc., and prescribe such format, procedure, etc., as it may deem fit to implement the provisions of this regulation.
- c) If any difficulty arises in the implementation of this regulation, the Vice Chancellor shall, in consultation with the Deans and the Syndicate, be competent to issue necessary clarification. And he/she at the earliest possible opportunity thereafter, report the action taken by him / her to the Syndicate, Academic Council for ratification and inform the State Government at the earliest.



# HC 2.1: STRATEGIC MANAGEMENT

5 Credits

## Objective

The objective of this course is to enhance decision making abilities of students in situations of uncertainty in a dynamic business environment.

## MODULE-1

Concept of Strategy and Environment Analysis: Defining strategy, Levels at which strategy operates, approaches to strategic decision making, mission and purpose, objectives and goals, strategic business unit, functional level strategies, concept of environment and its components, environment scanning and appraisal, Organiasational appraisal, Strategic advantage analysis and diagnosis, SWOT Analysis.

## MODULE-2

Strategy Formulation and Choice of Alternatives, Strategies-Modernisation, diversification, integration, merger, takeover and joint strategies, turnaround, divestment and liquidation strategies, process of strategic choice, industry, competitor and SWOT analysis, factors affecting strategic choice, generic competitive strategies, cost leadership, differentiation, focus, value chain analysis, bench marking.

## MODULE-3

Functional strategies marketing, production/operations and R&D plans and policies, Strategy implementation – issues in strategy implementation; Resource allocation – structural considerations, strictures for strategies – organizational design and change.

## MODULE-4

Strategy evaluation; overview of strategic evaluation strategic control; techniques of strategic evaluation and control.

## MODULE-5

Global issues and strategic management.

## References:

- 1) H.Igor Ansoff: Implanting Strategic Management.
- 2) P.Subba Rao, Business Policy and Strategic Management.
- 3) Azhar Kazmi, Business Policy.
- 4) Glnech, William F. and Lawrence R. Jauel: Business Policy and Strategic Management.
- 5) Sharma.R.A., Strategic Management in Indian Companies.
- 6) David Fred R, Strategic Management.

## HC 2.2: ACCOUNTING SYSTEMS

5 Credits

### Objective:

The objective of this course is to enable students understand accounting concepts and systems.

### Module-1

Accounting theory- Accounting as an information system. Users of accounting information. Factors influencing Accounting environment, Accounting and Economic development – GAAP conventions and concepts – Accounting standards, Accounting principles. Advanced treatments in Final accounts .

### Module-2

Revenue Recognition and Measurement – Revenue recognition criteria, Matching of revenues and expenses. AS-9 on Disclosure relating to revenue recognition.

### Module-3

Depreciation Accounting and Policies

### Module-4

Human Resource Accounting – Inflationary accounting – Social accounting – Green accounting. Global perspectives of accounting – International accounting practices - Benefits of Global accounting standards

### Module-5

Concepts of Financial Reporting- Objectives and Qualitative characteristics of Financial Reporting information. Corporate Financial Reporting in India. Legal requirements relating to external reporting.

### Reference:

1. Accounting Theory and Practice: Dr.Jawahar Lal.
2. Fundamentals of Accounting: R.L.Gupta and V.K. Gupta.
3. Management Accounting: Albert N Anthony
4. Financial Accounting: Jhon A Iracy
5. Accounting for Management: Lynch
6. Accounting for Management: S.K.Battacharya and Jhon Dearden
7. Management Accounting: S.P.Gupta
8. Practical Financial Statement Analysis: F. Foulks
9. Accounting for Managers: B.K.Chattarjee
10. Management Accounting: Vinayak and Sinha.

## HC 2.3: HUMAN RESOURCE MANAGEMENT

5 Credits

### Objective:

The objective of this course is to enable students understand managerial skills of human resources.

### Module-1

Evolution of HRM- Nature and Scope of HRM- functions-personnel management vs HRM- various dimensions of HRM-Qualities and role of HRM manager- Models of HRM- Personnel policies and principles-Future role.

### Module-2

Human Resource Planning- career planning and development- Job analysis-employee hiring- recruitment and selection-selection practices in India.

### Module-3

HRD- Training and education-Training and development practices-Training needs analysis- Training design- Training methods, techniques and audio visual aids-skills of an effective trainer-costing of training-HRD modules-recent trends in training- training practices in India.

### Module-4

Performance appraisal- methods of performance appraisal- employee compensation-wage and salary administration - managerial compensation.

### Module-5

Leadership- Theories and styles of Leadership-Motivation-Theories of motivation- Participative management. Employee morale-employee absenteeism-employee turnover labour welfare-employee promotion, recent trends and techniques in HRM.

### Reference:

1. Williams B. Werther and Keith Davis: Human Resource and Personnel Management, Tata McGraw Hill.
2. Terry L. Leap and Michael D. Crino: Personnel and Human Resource Management, Maxwell Macmillan.
3. P. Subba Rao: Fundamentals of Human Resource Management and Industrial relations Himalaya Publishing House.
4. Edwin B. Flippo: Personnel Management.
5. S.K.Bhatia: Principles and Techniques of personnel Management.
6. K.Ashwathappa: Human Resource Management.

## SC 2.4 (A): STRATEGIC COST MANAGEMENT

5 Credits

### Objective:

This course provides the students an understanding conceptual framework of strategic cost management and its applications under various environmental constraints.

### Module -1

Meaning and definition of strategic cost management, cost as a source of competitive advantage-value chain analysis, strategic positioning analysis and cost driver analysis. The strategic costing process: Estimate supplier (Products or services) cost, estimating competitors (Products or services) Cost: set target cost Determine the value of the company.

### Module-2

Activity based costing: Meaning, Purpose of ABC: The activity hierarchy: Determination of an activity's cost basis: Types of production activities: unit related, Batch related. Product sustaining and Facility sustaining. Identification of work drives and non value added activities, Determination of activity measures. Based Costing Programme, Benefits of an ABCE Programme: Limitations of ABC Programme. ABC in Financial Institution, ABC in service-Oriented organization.

### Module-3

Target costing: Meaning, Foundation of target costing- Target costing key principles. Target costing Vs Traditional Cost Management process: Market driven costing. Product Level Target Costing. Component level target costing- establishing price and profit margins from allowable to Achievable target cost; Incorporating customer input in target costing; Target Costing in the Extended Enterprise. Target Costing organization and participants. Kaizen Costing: Introduction. The Kaizen costing process Item- Specific Kaizen Costing, product specific Kaizen costing, overhead- specific Kaizen costing Inter- organizational implication of Kaizen costing. Applying kaizen costing to suppliers.

### Module-4

Cost of Quality: Quality cost concept, Quality cost categories. Quality cost elements, and quality cost base analysis and measurement of company. Preparation and implication of Quality cost programme, Quality improvement and Quality cost reduction, Life Cycle Costing.

### Module-5

Business Process Re-engineering. Value engineering learning curve TQM.JIT and FMS and enables of low strategy.

### References:

1. Strategic cost management by John K. Shank and Vijay Govindrajn Free Press Publication New York.
2. K. Sridhar Bhat: Business Process Reengineering, Himalaya Publication House Mumbai.

## SC 2.4 (B): SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

5 Credits

### Objective:

The objective of this course is to help students to understand various issues in security analysis and portfolio management.

### MODULE-1:

Investment Management – Concept, features and objectives of investment. Investment Management process, approaches to investment decision making, common errors in investment management, ingredients of successful investment strategy, investment avenues, the investment Gurus and their investment strategies.

### MODULE-2:

Security Analysis, Fundamental Analysis, Economy-Industry-Company analysis, (E-I-C Analysis), Technical analysis, Efficient market hypothesis.

### MODULE-3:

Valuation of Securities – Valuation of Equity Shares - models of equity valuation, valuation of fixed income securities.

### MODULE-4:

Portfolio theories, Markowitz Model, Sharpe's Model, Capital Asset Pricing Model, Security Market Line and its applications.

### MODULE-5:

Portfolio Evaluation and Revision, Measures of Portfolio Evaluation, Meaning of Portfolio revision, Need for revision, Constraints in Portfolio revision, Portfolio revision strategies, Formula plans.

### Reference:

1. Security Analysis and Portfolio Management by S.Kevin Prentice Hall of India, 2008.
2. Investment Analysis and Portfolio Management by Prasanna Chandra, TATA McGraw Hill Education Private Limited.
3. William F, Sharpe Portfolio theory and capital market, McGraw Hill.
4. J.C.Francies – Investment Analysis and Management.
5. Bhalla V.G. – Portfolio Analysis and Management, Delhi.
6. Grajaran D.D.Dodd and Balts – Security Analysis, McGraw Hill.
7. Bombay Stock Exchange Directory.

## SC 2.4 (C): RELATIONSHIP MARKETING

5 Credits

### Objective:

This course acquaints students with the basic issues in customer relationship marketing.

### Module-1

Conceptual foundation of Relationship Marketing, Evolution of Relationship, Marketing, its significance in Indian context.

### Module-2

Relationship Marketing of Services Vs. Relationship Marketing in Consumer Markets.

### Module-3

Buyer seller relationships; Relationship Marketing in Mass markets, relationship marketing and marketing strategy.

### Module-4

Relationship Marketing and Distribution Channels.

### Module -5

Role of Information Technology in Building, Maintaining and Enhancing, Relationships. Customer profitability design and analysis.

### References:

1. Handbook of Relationship Marketing-Jagdish Sheth,Atul Parvatiyar
2. Leading Through Relationship Marketing-Richard Batterley
3. Relationship Marketing-S.Shajahan
4. Customer relationship Management - Jagdish Seth,Atul Parvatiyar,G Shainesh

## SC 2.4 (D): DERIVATIVES

5 Credits

### Objective

This course helps to students to understand exhaustively the different instruments of derivatives.

### MODULE-1

Derivatives: An Introduction, Objectives, Functions of Derivatives, Types of Derivatives.

### MODULE-2

Forward Rate agreements (Interest Rate Derivative), Objectives, Market convention of FRAs, Pricing of a forward rate agreement.

### MODULE-3

Futures: Objectives, Currency futures, Bond futures, Stock index futures, Pricing financial futures.

### MODULE-4

Options: Objectives, Basic characteristics of an Option, Option Vs Futures, Option profiles, Valuation of Option, Put call parity, Interest rate option, Floors, Collars, Option strategies: Long Call, Short Call, Long Put, Short Put, A covered call, Option Greeks, Exotic Option.

### MODULE-5

Interest Rate Swaps: Concept and Mechanism, the theory of comparative advantage and Swaps pricing an interest rate swap, implied forward rates, types of interest rate swaps, currency swaps and RBI guidelines on FAs and IRs.

### References:

- 1) Option Futures and other derivatives by John Hull, Prentice Hall of India, New Delhi.
- 2) An Introduction to Options and Futures by D.Chance.
- 3) Understanding Futures Market by R.Kolb.
- 4) N.D.Vohra & B.R.Bhagri, Futures and Options, Tata McGraw Hill, New Delhi.

# OPEN ELECTIVE COURSES AVAILABLE FOR CHOICE TO STUDENTS OF OTHER DEPARTMENTS

## OEC 2.5: INDIVIDUAL INVESTMENT AND TAX PLANNING

5 Credits

### Objective:

This course helps the students to understand and manage personal finances and provide tools to be successful investor.

### Module -1

**Understanding the Financial Planning Process:** Rewards of sound financial planning, Determination of personal income, Time value of money, Preparing personal income statement and balance sheet, Making cash budgets.

### Module – 2

**Personal Investment Avenues:** Features and advantages of Bank deposits, Small saving schemes, Life insurance, Company deposits, Debentures and bonds, Real estate, Gold and silver, Equity shares and Mutual funds, Pension plans and retirement plans.

### Module – 3

**Risk-Return Analysis:** Meaning of investment risk, types of risk: Default risk, business risk, purchasing power risk, interest rate risk, political risk, market risk and measurement of risk and analysis. Meaning of Investment Return, Types of Return, Simple Return, Holding period Return, Average Return, Geometric Return, Compounded Average Growth Rate of return (CAGR), Measurement of Return and Analysis.

### Module – 4

**Managing and Planning Taxes:** Principles of income tax, Computation of salary, Rental income, Capital gains and Other income, Tax planning and Tax management, Study of relevant provisions of Income Tax vis-à-vis, Investment returns, Income tax return and Assessment.

### Module – 5

**Tax on Wealth:** Principles of wealth tax, Concepts, Assets, Deemed assets, Exempted assets, Net wealth computation, Computation of wealth tax, Planning of wealth tax, Filing returns and Assessment.

### References:

1. ICFAI, Personal Financial Planning.
2. Gitman, Lawrence J and Joehnk, Michael D, Personal Financial Planning, South-Western College Publishing.
3. Ernst and Young's, Personal financial Planning Guide, E &Y Wiley.
4. Hallman, G Victor and Rosenbloom Jerry S, Personal Financial Planning, McGraw Hill.
5. Yasaswy, N.J, Personal Investment and Tax Planning, Vision Publication.
6. V.K.Singhania and Kapil Singhania, Income Tax – Law and Practice, Taxmann.



## OEC 2.5: FINANCE FOR NON-FINANCE PEOPLE

5 Credits

### Objective:

The objective of this course is to help students to understand basics of finance.

### Module -1

**Introduction:** Objectives of financial management - functions of finance - Indian financial system – The time value of money.

### Module – 2

**Balance Sheets and Financial Ratios:** The Corporate Bikini – The Balance Sheet, The Profit and Loss Account. The Du Pont System of Ratio Analysis, Activity ratios, Liquidity ratios, Profitability ratios, Leverage ratios, Coverage ratios, ROI ratios, Equity investors' ratios, Inter-firm comparison, Limitations of Ratio analysis.

### Module – 3

**Costs and Cost Analysis:** Cost concepts – Cost volume profit analysis: The Triplet, Operating leverage, Cost concepts for decision making.

### Module – 4

**Sources and Cost of Capital:** The quantum of capital needed, mix of capital, average cost of capital, project appraisal, Financial Planning.

### Module – 5

**Management of Working Capital:** Factors influencing working capital needs, estimating working capital needs, sources of finance for working capital – Inventory management and control, Credit management, Cash management, The challenges of working capital management, Over trading and under trading.

### References:

- 1) Ashwath Damodharana: Corporate Finance, Second Edn., Hohn Wiley and Sons, Inc. New York.
- 2) Van Horne, J.C.: Financial Management and Policy, Prentice Hall of India, New Delhi.
- 3) I.M.Pandey: Financial management, Eight Edition, Vikas Publishing House Pvt. Ltd., New Delhi.
- 4) M.Y.Khan & P.K.Jain: Financial Management, TATA McGraw Hill Publishing Company Limited, New Delhi.
- 5) Ravi.M.Kishore – Financial Management, Fifth Edition, Taxmann Allied Services Private Limited, New Delhi.