

DEPARTMENT OF COMMERCE



Curriculum and Syllabus for
Postgraduate Programme in
Commerce
Under Credit Semester System
(with effect from 2019 admissions)



St Berchmans College
Founded 1922

AUTONOMOUS | College with Potential for Excellence | Reaccredited by NAAC with A Grade

Affiliated to Mahatma Gandhi University, Kottayam, Kerala
Changanassery, Kottayam, Kerala, India-686101

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Board of Studies in Commerce

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Dept of Commerce
Kerala University, Thiruvananthapuram

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11. Anishmon K A
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12. Renjith Jose
Assistant Professor
Department of Commerce
SB College, Changanacherry

13. Sojan Kurian
Assistant Professor
Department of Commerce
SB College, Changanacherry

14. Dr. Tom Antony
Assistant Professor
Department of Commerce
SB College, Changanacherry



Programme Objectives

The syllabus which is prepared by incorporating the advanced versions of Commerce related subjects and considering the syllabi of various Commerce related competitive examinations focuses on the following.

- To provide a strong advanced level understanding of commerce related subjects especially accounting and finance with the aim enhancing the employability of the students.
- To enable the students to successfully qualify national level and state level competitive examinations.
- To develop some sort of interest among the students for doing research studies in commerce or allied subjects.
- To familiarize the students with the tools that can be used for data collection ,analysis etc,
- To equip the students to do higher studies in commerce including professional programmes.
- To make the students fit for assessing the tax liability of individuals.

Programme Outcome

- After completing two years of Masters in Commerce (MCom) program, students would gain a thorough and in-depth understanding of major areas of Commerce, finance and taxation.
- They will be able to qualify national or state level Commerce related competitive examinations.
- They will be able to do professional programmes in Accounting or management more easily than others.
- The students will be able to identify topics from Commerce related areas for doing research works.
- The students will be in a position to carry out minor investigations and enquiries regarding commerce, market or finance related matters.
- Students will be able to analyze the financial performance of companies and judge the financial soundness. Further they will be ready to assess the tax liability of different types of assesses.

Salient features/highlights of the syllabus

- The syllabus covers the advanced aspects of the major Commerce related subjects.
- The sequential arrangement of the subjects in various semesters helps the students to acquire the required knowledge step by step.
- The syllabus inspires the students in doing research works in Commerce related fields.
- Based on the syllabus of national and state level commerce related competitive examinations.



REGULATIONS FOR POSTGRADUATE (PG) PROGRAMMES UNDER CREDIT SEMESTER SYSTEM (SB-CSS-PG) 2019

1. SHORT TITLE

- 1.1 These Regulations shall be called St. Berchmans College (Autonomous) Regulations (2019) governing postgraduate programmes under Credit Semester System (SB-CSS-PG).
- 1.2 These Regulations shall come into force with effect from the academic year 2019 - 20 onwards.

2. SCOPE

- 2.1 The regulation provided herein shall apply to all regular postgraduate programmes, MA/MSc/MCom, conducted by St. Berchmans College (Autonomous) with effect from the academic year 2019 - 20.

3. DEFINITIONS

- 3.1 'University' means Mahatma Gandhi University, Kottayam, Kerala.
- 3.2 'College' means St. Berchmans College (Autonomous).
- 3.3 There shall be an Academic Committee nominated by the Principal to look after the matters relating to the SB-CSS-PG system.
- 3.4 'Academic Council' means the Committee consisting of members as provided under section 107 of the University Act 2014, Government of Kerala.
- 3.5 'Parent Department' means the Department, which offers a particular postgraduate programme.
- 3.6 'Department Council' means the body of all teachers of a Department in the College.
- 3.7 'Faculty Mentor' is a teacher nominated by a Department Council to coordinate the continuous evaluation and other academic activities of the Postgraduate programme undertaken in the Department.
- 3.8 'Programme' means the entire course of study and examinations.
- 3.9 'Duration of Programme' means the period of time required for the conduct of the programme. The duration of a postgraduate programme shall be four (4) semesters.
- 3.10 'Semester' means a term consisting of a minimum 90 working days, inclusive of tutorials, examination days and other academic activities within a period of six months.
- 3.11 'Course' means a segment of subject matter to be covered in a semester. Each Course is to be designed under lectures/tutorials/laboratory or fieldwork/seminar/project/practical/ assignments/evaluation etc., to meet effective teaching and learning needs.
- 3.12 'Course Teacher' means the teacher who is taking classes on the course.
- 3.13 'Core Course' means a course that the student admitted to a particular programme must successfully complete to receive the Degree and which cannot be substituted by any other course.
- 3.14 'Elective Course' means a course, which can be substituted, by equivalent course from the same subject and the number of courses required to complete the programme shall be decided by the respective Board of Studies.
- 3.15 The elective course shall be either in the fourth semester or be distributed among third and fourth semesters.
- 3.16 'Audit Course' means a course opted by the students, in addition to the compulsory courses, in order to develop their skills and social responsibility.
- 3.17 'Extra Credit Course' means a course opted by the students, in addition to the compulsory courses, in order to gain additional credit that would boost the performance level and additional skills.



- 3.18 Extra credit and audit courses shall be completed by working outside the regular teaching hours.
- 3.19 There will be optional extra credit courses and mandatory audit courses. The details of the extra credit and audit courses are given below.

Semester	Course	Type
I	Course on Mendeley Reference Management Software	Optional, Extra credit Grades shall be given
	Course on Basic Life Support System and Disaster Management	Compulsory, Audit Grades shall be given
First summer vacation	Internship/Skill Training	Optional, Extra credit Grades shall be given
Any time during the programme	Oral Presentation in National/International seminar	Optional, Extra credit
	Publication in a recognized journal with ISSN number	

- 3.20 'Project' means a regular research work with stated credits on which the student conducts research under the supervision of a teacher in the parent department/any appropriate research centre in order to submit a report on the project work as specified.
- 3.21 'Dissertation' means a minor thesis to be submitted at the end of a research work carried out by each student on a specific area.
- 3.22 'Plagiarism' is the unreferenced use of other authors' material in dissertations and is a serious academic offence.
- 3.23 'Seminar' means a lecture expected to train the student in self-study, collection of relevant matter from books and Internet resources, editing, document writing, typing and presentation.
- 3.24 'Tutorial' means a class to provide an opportunity to interact with students at their individual level to identify the strength and weakness of individual students.
- 3.25 'Improvement Examination' is an examination conducted to improve the performance of students in the courses of a particular semester.
- 3.26 'Supplementary Examination' is an examination conducted for students who fail in the courses of a particular semester.
- 3.27 The minimum credits, required for completing a postgraduate programme is eighty (80).
- 3.28 'Credit' (C) of a course is a measure of the weekly unit of work assigned for that course in a semester.
- 3.29 'Course Credit': One credit of the course is defined as a minimum of one (1) hour lecture/minimum of two (2) hours lab/field work per week for eighteen (18) weeks in a semester. The course will be considered as completed only by conducting the final examination.
- 3.30 'Grade' means a letter symbol (A, B, C etc.) which indicates the broad level of performance of a student in a course/semester/programme.
- 3.31 'Grade Point' (GP) is the numerical indicator of the percentage of marks awarded to a student in a course.
- 3.32 'Credit Point' (CP) of a course is the value obtained by multiplying the grade point (GP) by the credit (C) of the course.
- 3.33 'Semester Grade Point Average' (SGPA) of a semester is calculated by dividing total credit points obtained by the student in a semester by total credits of that semester and shall be rounded off to two decimal places.
- 3.34 'Cumulative Grade Point Average' (CGPA) is the value obtained by dividing the sum of credit



points in all the courses obtained by the student for the entire programme by the total credits of the whole programme and shall be rounded off to two decimal places.

- 3.35 'Institution average' is the value obtained by dividing the sum of the marks obtained by all students in a particular course by the number of students in respective course.
- 3.36 'Weighted Average Score' means the score obtained by dividing sum of the products of marks secured and credit of each course by the total credits of that semester/programme and shall be rounded off to two decimal places.
- 3.37 'Grace Marks' means marks awarded to course/courses, in recognition of meritorious achievements of a student in NCC/NSS/ Sports/Arts and cultural activities.
- 3.38 First, Second and Third position shall be awarded to students who come in the first three places based on the overall CGPA secured in the programme in the first chance itself.

4. PROGRAMME STRUCTURE

4.1 The programme shall include two types of courses; Core Courses and Elective Courses. There shall be a project/research work to be undertaken by all students. The programme will also include assignments, seminars, practical, viva-voce etc., if they are specified in the curriculum.

4.2 Total credits for a programme is eighty (80). No course shall have more than four (4) credits.

4.3 Project/dissertation

Project/research work shall be completed by working outside the regular teaching hours except for MSc Computer Science programme. Project/research work shall be carried out under the supervision of a teacher in the concerned department. A student may, however, in certain cases be permitted to work in an industrial/research organization on the recommendation of the supervisor. There shall be an internal assessment and external assessment for the project/dissertation. The external evaluation of the Project/Dissertation shall be based on the individual presentation in front of the expert panel.

4.4 Evaluations

The evaluation of each course shall contain two parts. i Internal or In-Semester Assessment (ISA)

ii External or End-Semester Assessment (ESA)

Both ISA and ESA shall be carried out using indirect grading. The ISA:ESA ratio is 1:3. Marks for ISA is 25 and ESA is 75 for all courses.

4.5 In-semester assessment of theory courses

The components for ISA are given below.

Component	Marks
Attendance	2
Viva	3
Assignment	4
Seminar	4
Class test	4
Model Exam	8
Total	25

4.6 Attendance evaluation of students for each course shall be as follows:

% of Attendance	Marks
Above 90	2
75 - 90	1



4.7 Assignments

Every student shall submit one assignment as an internal component for every course.

4.8 Seminar

Every student shall deliver one seminar as an internal component for every course. The seminar is expected to train the student in self-study, collection of relevant matter from the books and internet resources, editing, document writing, typing and presentation.

4.9 In-semester examination

Every student shall undergo at least two in-semester examinations one as class test and second as model examination as internal component for every theory course.

4.10 To ensure transparency of the evaluation process, the ISA mark awarded to the students in each course in a semester shall be published on the notice board according to the schedule in the academic calendar published by the College. There shall not be any chance for improvement for ISA. The course teacher and the faculty mentor shall maintain the academic record of each student registered for the course which shall be forwarded to the office of the Controller of Examinations through the Head of the Department and a copy shall be kept in the office of the Head of the Department for at least two years for verification.

4.11 End-semester assessment

The end-semester examination in theory and practical courses shall be conducted by the College.

4.12 The end-semester examinations for theory courses shall be conducted at the end of each semester. There shall be one end-semester examination of three (3) hours duration in each lecture based course.

4.13 The question paper should be strictly on the basis of model question paper set by Board of Studies.

4.14 A question paper may contain short answer type/annotation, short essay type questions/problems and long essay type questions. Marks for each type of question can vary from programme to programme, but a general pattern may be followed by the Board of Studies.

4.15 Question Pattern for external theory examination shall be,

Science and Commerce

Section	Total No. of Questions	Questions to be Answered	Marks	Total Marks for the Section
A	14	10	2	20
B	8	5	5	25
C	4	2	15	30
			Maximum	75

4.16 Photocopies of the answer scripts of the external examination shall be made available to the students for scrutiny as per the regulations in the examination manual.

4.17 Project/Dissertation evaluation shall be conducted at the end of the programme. Project/Dissertation evaluation shall be conducted by one external examiner and one internal examiner. The components and mark division for internal and external assessment shall be decided by the respective Board of Studies.

Components of Project Evaluation	Marks
Internal Evaluation	25
Dissertation (External)	50
Viva-Voce (External)	25
Total	100



- 4.18 Comprehensive viva-voce shall be conducted at the end of the programme. Viva-voce shall be conducted by one external examiner and one internal examiner. The viva-voce shall cover questions from all courses in the programme. There shall be no internal assessment for comprehensive viva-voce. The maximum marks for viva-voce is one hundred (100).
- 4.19 For all courses (theory and practical) an indirect grading system based on a seven (7) point scale according to the percentage of marks (ISA + ESA) is used to evaluate the performance of the student in that course. The percentage shall be rounded mathematically to the nearest whole number.

Percentage of Marks	Grade	Performance	Grade Point
95 and above	S	Outstanding	10
85 to below 95	A+	Excellent	9
75 to below 85	A	Very Good	8
65 to below 75	B+	Good	7
55 to below 65	B	Above Average	6
45 to below 55	C	Satisfactory	5
40 to below 45	D	Pass	4
Below 40	F	Failure	0

4.20 Credit Point

Credit Point (CP) of a course is calculated using the formula

$$CP = C \times GP$$

where C is the credit and GP is the grade point

4.21 Semester Grade Point Average

Semester Grade Point Average (SGPA) is calculated using the formula

$$SGPA = TCP/TCS$$

where TCP is the total credit point of all the courses in the semester and TCS is the total credits in the semester

GPA shall be rounded off to two decimal places.

4.22 Cumulative Grade Point Average

Cumulative Grade Point Average (CGPA) is calculated using the formula

$$CGPA = TCP/TC$$

where TCP is the total credit point of all the courses in the whole programme and TC is the total credit in the whole programme

GPA shall be rounded off to two decimal places.

Grades for the different courses, semesters, Semester Grade Point Average (SGPA) and grades for overall programme, Cumulative Grade Point Average (CGPA) are given based on the corresponding Grade Point Average (GPA) as shown below:

GPA	Grade	Performance
9.5 and above	S	Outstanding
8.5 to below 9.5	A+	Excellent
7.5 to below 8.5	A	Very Good
6.5 to below 7.5	B+	Good
5.5 to below 6.5	B	Above Average
4.5 to below 5.5	C	Satisfactory
4 to below 4.5	D	Pass
Below 4	F	Failure

- 4.23 A separate minimum of 40% marks each in ISA and ESA (for theory and practical) and



aggregate minimum of 40% are required for a pass in a course. For a pass in a programme, a separate minimum of grade 'D' is required for all the individual courses.

5. SUPPLEMENTARY/IMPROVEMENT EXAMINATION

- 5.1 There will be supplementary examinations and chance for improvement. Only one chance will be given for improving the marks of a course.
- 5.2 There shall not be any improvement examination for practical courses and examinations of the final year.

6. ATTENDANCE

- 6.1 The minimum requirement of aggregate attendance during a semester for appearing the end semester examination shall be 75%. Condonation of shortage of attendance to a maximum of ten (10) days in a semester subject to a maximum of two times during the whole period of postgraduate programme may be granted by the College. This condonation shall not be counted for internal assessment.
- 6.2 Benefit of attendance may be granted to students representing the College, University, State or Nation in Sports, NCC, NSS or Cultural or any other officially sponsored activities such as College union/University union activities etc., on production of participation/attendance certificates, within one week from competent authorities, for the actual number of days participated, subject to a maximum of ten (10) days in a semester, on the specific recommendations of the Faculty Mentor and Head of the Department.
- 6.3 A student who does not satisfy the requirements of attendance shall not be permitted to appear in the end-semester examinations.
- 6.4 Those students who are not eligible even with condonation of shortage of attendance shall repeat the course along with the next batch after readmission.

7. BOARD OF STUDIES AND COURSES

- 7.1 The Board of Studies concerned shall design all the courses offered in the programme. The Board shall design and introduce new courses, modify or re-design existing courses and replace any existing courses with new/modified courses to facilitate better exposure and training for the students.
- 7.2 The syllabus of a programme shall contain programme objectives and programme outcome.
- 7.3 The syllabus of a course shall include the title of the course, course objectives, course outcome, contact hours, the number of credits and reference materials.
- 7.4 Each course shall have an alpha numeric code which includes abbreviation of the course in two letters, semester number, course code and serial number of the course.
- 7.5 Every programme conducted under Credit Semester System shall be monitored by the Academic Council.

8. REGISTRATION

- 8.1 A student who registers his/her name for the external exam for a semester will be eligible for promotion to the next semester.
- 8.2 A student who has completed the entire curriculum requirement, but could not register for the Semester examination can register notionally, for getting eligibility for promotion to the next semester.
- 8.3 A student may be permitted to complete the programme, on valid reasons, within a period of eight (8) continuous semesters from the date of commencement of the first semester of the programme.



9. ADMISSION

- 9.1 The admission to all PG programmes shall be as per the rules and regulations of the College/University.
- 9.2 The eligibility criteria for admission shall be as announced by the College/University from time to time.
- 9.3 Separate rank lists shall be drawn up for seats under reservation quota as per the existing rules.
- 9.4 There shall be an academic and examination calendar prepared by the College for the conduct of the programmes.

10. ADMISSION REQUIREMENTS

- 10.1 Candidates for admission to the first semester of the PG programme through SB-CSS-PG shall be required to have passed an appropriate degree examination of Mahatma Gandhi University or any University or authority, duly recognized by the Academic council of Mahatma Gandhi University as equivalent thereto.

11. MARK CUM GRADE CARD

- 11.1 The College under its seal shall issue to the students, a Mark cum Grade Card on completion of each semester, which shall contain the following information.
 - i. Name of the Student
 - ii. Register Number
 - iii. Photo of the Student
 - iv. Degree
 - v. Programme
 - vi. Semester and Name of the Examination
 - vii. Month and Year of Examination
 - viii. Faculty
 - ix. Course Code, Title and Credits of each course opted in the semester
 - x. Marks for ISA, ESA, Total Marks (ISA + ESA), Maximum Marks, Letter Grade, Grade Point (GP), Credit Point (CP) and Institution Average in each course opted in the semester
 - xi. Total Credits, Marks Awarded, Credit Point, SGPA and Letter Grade in the semester
 - xii. Weighted Average Score
 - xiii. Result
 - xiv. Credits/Grade of Extra Credit and Audit Courses
- 11.2 The final Mark cum Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme including those taken over and above the prescribed minimum credits for obtaining the degree. The final Mark cum Grade Card shall show the CGPA and the overall letter grade of a student for the entire programme.
- 11.3 A separate grade card shall be issued at the end of the final semester showing the extra credit and audit courses attended by the student, grade and credits acquired.

12. AWARD OF DEGREE

The successful completion of all the courses with 'D' grade shall be the minimum requirement for the award of the degree.

13. MONITORING COMMITTEE

There shall be a Monitoring Committee constituted by the Principal to monitor the internal evaluation conducted by the College. The Course Teacher, Faculty Mentor, and the College Coordinator should keep all the records of the continuous evaluation, for at least a period of



two years, for verification.

14. GRIEVANCE REDRESS COMMITTEE

- 14.1 In order to address the grievance of students relating to ISA, a two-level grievance redress mechanism is envisaged.
- 14.2 A student can approach the upper level only if grievance is not addressed at the lower level.
- 14.3 Department level: The Principal shall form a Grievance Redress Committee in each Department comprising of course teacher and one senior teacher as members and the Head of the Department as Chairman. The Committee shall address all grievances relating to the internal assessment of the students.
- 14.4 College level: There shall be a College level Grievance Redress Committee comprising of Faculty Mentor, two senior teachers and two staff council members (one shall be an elected member) and the Principal as Chairman. The Committee shall address all grievances relating to the internal assessment of the students.

15. TRANSITORY PROVISION

Notwithstanding anything contained in these regulations, the Principal shall, for a period of three years from the date of coming into force of these regulations, have the power to provide by order that these regulations shall be applied to any programme with such modifications as may be necessary.



REGULATIONS FOR EXTRACURRICULAR COURSES, INTERNSHIP AND SKILL TRAINING

COURSE ON BASIC LIFE SUPPORT SYSTEM AND DISASTER MANAGEMENT (BLS & DM)

- i. The course on BLS & DM shall be conducted by a nodal centre created in the college.
- ii. The nodal centre shall include at least one teacher from each department. A teacher shall be nominated as the Director of BLS & DM.
- iii. The team of teachers under BLS & DM shall function as the trainers for BLS & DM.
- iv. The team of teachers under BLS & DM shall be given intensive training on Basic Life Support System and Disaster Management and the team shall be equipped with adequate numbers of mannequins and kits for imparting the training to students.
- v. Each student shall undergo five (5) hours of hands on training in BLS & DM organised by the Centre for BLS & DM.
- vi. The training sessions shall be organised on weekends/holidays/vacation during the first semester of the programme.
- vii. After the completion of the training, the skills acquired shall be evaluated using an online test and grades shall be awarded.
- viii. Nodal centre for BLS & DM shall conduct online test and publish the results.
- ix. Students who could not complete the requirements of the BLS & DM training shall appear for the same along with the next batch. There shall be two redo opportunity.
- x. For redressing the complaints in connection with the conduct of BLS & DM students shall approach the Grievance Redress Committee functioning in the college.

COURSE ON MENDELKY REFERENCE MANAGEMENT SOFTWARE

- i. College shall arrange workshop with hands on training in Mendely reference management software during the first semester.
- ii. Students completing the course can enrol for an evaluation and those who pass the evaluation shall be given one credit.



INTERNSHIP/SKILL TRAINING PROGRAMME

- i. Postgraduate student can undergo an internship for a minimum period of five days (25 hours) at a centre identified by the concerned department. In the case of disciplines where internship opportunities are scanty (e.g. Mathematics) special skill training programmes with duration of five days (25 hours) shall be organised.
- ii. Each department shall identify a teacher in charge for internship/skill training programme.
- iii. The department shall select institutions for internship/organising skill training programme.
- iv. Internship/skill training programme shall be carried out preferably during the summer vacation following the second semester or during the Christmas vacation falling in the second semester or holidays falling in the semester.
- v. At the end of the stipulated period of internship each student shall produce an internship completion cum attendance certificate and an illustrated report of the training he/she has undergone, duly certified by the tutor and Head of the institution where the internship has been undertaken.
- vi. Students undergoing skill training programme shall submit a training completion cum attendance certificate and a report of the training he/she has undergone, duly certified by the trainer, teacher co-ordinator of the programme from the concerned department and the head of the department concerned.
- vii. Upon receipt of the internship completion cum attendance certificate and illustrated report of the training or a training completion cum attendance certificate and a report of the training, the teacher in charge of internship/skill training programme shall prepare a list of students who have completed the internship/skill training programme and a list of students who failed to complete the programme. Head of the department shall verify the lists and forward the lists to the Controller of Examinations.

PAPER PRESENTATION

- i. During the period of the programme students shall be encouraged to write and publish research/review papers.
- ii. One research/review paper published in a UGC approved journal or oral presentation in an international/national seminar which is later published in the proceedings shall fetch one credit.



VIRTUAL LAB EXPERIMENTS/MOOC COURSES

- i. During the tenure of the programme, students shall be encouraged to take up Virtual Lab Experiments and/or MOOC Courses.
- ii. College shall arrange dedicated infrastructure for taking up Virtual Lab experiments and/or MOOC courses.
- iii. There shall be a Nodal Officer and a team of teachers to coordinate the logistics for conducting Virtual Lab experiments and MOOC courses and to authenticate the claims of the students regarding the successful completion of the Virtual Lab experiments and or MOOC courses.
- iv. Students who are desirous to do Virtual Lab experiments and or MOOC courses shall register with the Nodal Officer at the beginning of the experiment session/MOOC course. Students also shall submit proof of successful completion of the same to the Nodal officer.
- v. Upon receipt of valid proof, the Nodal Officer shall recommend, to the Controller of Examinations, the award of extra credits. In the case of Virtual Lab experiments, 36 hours of virtual experimentation shall equal one credit and in the case of MOOC courses 18 hours of course work shall equal one credit.



Model Mark cum Grade Card



St Berchmans College
Founded 1952

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Affiliated to Mahatma Gandhi University, Kottayam, Kerala
 Changanassery, Kottayam, Kerala, India-686101

MARK CUM GRADE CARD

Date:

Name of the Candidate :
 Permanent Register Number (PRN) :
 Degree :
 Programme :
 Name of Examination :
 Faculty :



Course Code	Course Title	Credits (C)	Marks						Grade Awarded (G)	Grade Point (GP)	Credit Point (CP)	Institution Average	Result
			ISA		ESA		Total						
			Awarded	Maximum	Awarded	Maximum	Awarded	Maximum					
	Total												
	SGPA: SG: WAS: ***End of Statement***												

*WAS: Weighted Average Score

Entered by:

Verified by:

**Controller of Examinations
 Principal**



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Affiliated to Mahatma Gandhi University, Kottayam, Kerala

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E-mail: sbc@sbcollege.org Web: www.sbcollege.ac.in

CONSOLIDATED MARK CUM GRADE CARD

Name of the Candidate :
 Permanent Register Number (PRN) :
 Degree :
 Programme :
 Faculty :
 Date :



Course Code	Course Title	Credits (C)	Marks						Grade Awarded (G)	Grade Point (GP)	Credit Point (CP)	Institution Average	Result
			ISA		ESA		Total						
			Awarded	Maximum	Awarded	Maximum	Awarded	Maximum					
SEMESTER I													
SEMESTER II													
SEMESTER III													



SEMESTER IV												
End of Statement												

PROGRAMME RESULT

Semester	Marks Awarded	Maximum Marks	Credit	Credit Point	SGPA	Grade	WAS	Month & Year of Passing	Result
I									
II									
III									
IV									
Total					FINAL RESULT: CGPA = ; GRADE = ; WAS =				

* Separate grade card is issued for Audit and Extra Credit courses.

** Grace Mark awarded.

Entered by:

Verified by:

Controller of Examinations

Principal

Reverse side of the Mark cum Grade Card (COMMON FOR ALL SEMESTERS)

Description of the Evaluation Process

Grade and Grade Point

The evaluation of each course comprises of internal and external components in the ratio 1:3 for all Courses. Grades and Grade Points are given on a seven (7) point scale based on the percentage of Total Marks (ISA + ESA) as given in Table 1. Decimals are corrected to the nearest whole number.

Credit Point and Grade Point Average

Credit Point (CP) of a course is calculated using the formula

$$CP = C \times GP$$

where C is the Credit and GP is the Grade Point
Grade Point Average of a Semester (SGPA) or Cumulative Grade Point Average (CGPA) for a Programme is calculated using the formula

$$SGPA \text{ or } CGPA = \frac{TCP}{TC}$$

where TCP is the Total Credit Point for the semester/programme and TC is the Total Credit for the semester/programme

GPA shall be rounded off to two decimal places.

The percentage of marks is calculated using the formula;

$$\% \text{ Marks} = \left(\frac{\text{total marks obtained}}{\text{maximum marks}} \right) \times 100$$

Weighted Average Score (WAS) is the score obtained by dividing sum of the products of marks secured and credit of each course by the total

credits of that semester/programme and shall be rounded off to two decimal places.

Percentage of Marks	Grade	Performance	Grade Point
95 and above	S	Outstanding	10
85 to below 95	A+	Excellent	9
75 to below 85	A	Very Good	8
65 to below 75	B+	Good	7
55 to below 65	B	Above Average	6
45 to below 55	C	Satisfactory	5
40 to below 45	D	Pass	4
Below 40	F	Failure	0

Table 1

Grades for the different Semesters and overall Programme are given based on the corresponding GPA, as shown in Table 2.

GPA	Grade	Performance
9.5 and above	S	Outstanding
8.5 to below 9.5	A+	Excellent
7.5 to below 8.5	A	Very Good
6.5 to below 7.5	B+	Good
5.5 to below 6.5	B	Above Average
4.5 to below 5.5	C	Satisfactory
4 to below 4.5	D	Pass
Below 4	F	Failure

Table 2

Note: Course title followed by (P) stands for practical course. A separate minimum of 40% marks each for internal and external assessments (for both theory and practical) and an aggregate minimum of 40% marks is required for a pass in each course. For a pass in a programme, a separate minimum of Grade D for all the individual courses and an overall Grade D or above are mandatory. If a candidate secures Grade F for any one of the courses offered in a Semester/Programme, only Grade F will be awarded for that Semester/Programme until the candidate improves this to Grade D or above within the permitted period.



PROGRAMME STRUCTURE

	Course Code	Course Title	Hours /Week	Total Hours	Credit	ISA	ESA	Total
Semester I	BMCM101	Advanced Financial Accounting	5	90	4	25	75	100
	BMCM102	Organisational Behaviour	5	90	4	25	75	100
	BMCM103	Contemporary Marketing Management	5	90	4	25	75	100
	BMCM104	Research Methodology	5	90	4	25	75	100
	BMCM105	Quantitative Techniques	5	90	4	25	75	100
	Total			25	450	20	125	375
Semester II	BMCM206	Higher Accounting	5	90	4	25	75	100
	BMCM207	Business Environment	5	90	4	25	75	100
	BMCM208	Working Capital Management	5	90	4	25	75	100
	BMCM209	Human Resource Management	5	90	4	25	75	100
	BMCM210	Operations Research	5	90	4	25	75	100
	Total			25	450	20	125	375
Semester III	BMCM311	Advanced Cost Accounting	5	90	4	25	75	100
	BMCM312	Direct Tax Law and Practice	5	90	4	25	75	100
	BMCM313	Financial Derivatives and Risk Management	5	90	4	25	75	100
	BMCM314	International Business	5	90	4	25	75	100
	BMCM315	Security Analysis and Portfolio Management	5	90	4	25	75	100
	Total			25	450	20	125	375
Semester IV	BMCM416	Accounting for Managerial Decisions	5	90	3	25	75	100
	BMCM417	Direct Tax Assessment and Procedures	5	90	3	25	75	100
	BMCM418	International Finance	5	90	3	25	75	100
	BMCM419	Strategic Financial Management	5	90	3	25	75	100
	BMCM420	Behavioral Finance	5	90	3	25	75	100
	BMCM4PJ	Project	-	-	3	25	75	100
	BMCM4VV	Viva-Voce	-	-	2	-	100	100
	Total			25	450	20	150	550
Grand Total			-	-	80	525	1675	2200





SEMESTER I

BMCM101: ADVANCED FINANCIAL ACCOUNTING

90 Hours	4 Credit
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Course objective: This course is intended to introduce the basic theory, concepts and practice of corporate accounting and to enable students to understand accounting procedure involved in capital structure changes of companies

Course Outcome: On successful completion, student will be able to understand the accounting treatment at the time of capital structural changes

Module 1	Valuation of Goodwill- Meaning and definition, - Factors affecting goodwill- Methods of valuing goodwill- Average profit method- Super profit method- Annuity method - Capitalization method.	15 Hours
Module 2	Valuation of share- Need for valuation- Methods of valuation- Asset method or intrinsic value method- Yield method-earning capacity method- Fair value.	15 Hours
Module 3	Amalgamation: Forms of amalgamation- Merger- Acquisition- Procedure for amalgamation- accounting for amalgamation- types of amalgamation- Amalgamation in the nature of merger and Amalgamation in the nature of purchase- Calculation of Purchase consideration- Methods of accounting for amalgamation- Pooling of Interest Method and Purchase Method – Entries in the books of Purchasing Company- Entries in the books of Vendor Company – Consolidated balance sheet- Inter-company Owings and Holdings	25 Hours
Module 4	Internal Reconstruction: Procedure for reducing share capital - Scheme of reconstruction- Accounting entries and Balance Sheet on internal reconstruction	20 Hours
Module 5	Emerging Areas of Accounting a) Human Resource accounting- Meaning- Objectives- Different Approaches in the Valuation of Human Resource - Advantages and limitations of HRA. b) Green Accounting Concepts and its Scope and Significance in a globalized era. c) Forensic Accounting	15 Hours



Reference:

1. Corporate Accounting, A. Mukharjee and M. Hanif, TATA McGrawHill Co
2. Students Hand Book on Advanced Accounting, G.Sekar and B. Saravana Prasath, C. Sitaraman & Co. Pvt Ltd;
3. Advanced accountancy, Arulanandam & Raman, Himalya Publishing House
4. Advanced Financial Accounting, R.L. Gupta & Radhaswami, Sultan Chand Co
5. Advanced Financial Accounting, S.N. Maheswari
6. Advanced Financial Accounting, S.P. Jain & K.L. Narang; Kalyani Publishers



BMCM102: ORGANISATIONAL BEHAVIOUR

90 Hours	4 Credit
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Course Objectives: The objective of the course is to develop a theoretical understanding among students about the structure and behavior of organization as it develops over time. The course will also make them capable of realizing the competitiveness for firms.

Course Outcome: On completion of the course the student will be able to understand actions of people at work both individual and group with the help of learning their attitudes, personality, perceptions etc

Module 1	<p>Individual Behaviour Concept – Characteristics – Foundations of Individual Behaviour – Models of individual behaviour- Personality – Concept - Determinants – Development of Personality - Theories of personality – Personality Traits - Attitude – Concept – Characteristics - Factors Influencing Attitudes - Developing Positive Attitude - Attitude change – Values – Concept - Types – Classification - Sources – Effect of values on behaviour - Emotions -Perception – Features - Process of perception – Factors of Perception – Interpersonal Perception - Learning – Concept – Process - Theories of learning – Reinforcement –Types- Schedules of Reinforcement- Organization Behaviour Modification- Steps in OB MOD- Utility of OB Mod- Limitations of OB</p>	15 Hours
Module 2	<p>Organizational Theories and Behaviour: Organization: Definition – Need – Characteristics – Formal and Informal structures – Flat and Tall structures. POWER- Characteristics of power- Source of power- Power Tactics- Authority: Difference between power and Authority – STATUS- Functions of Status- Problems caused by Status- Organizational Behaviour - Concepts, Nature - Determinants, Role – Foundations, Approaches, Models, Challenges and opportunities of OB – Theories of OB: Classical, Neo-classical and Contemporary Theories - Chris Argyris behaviour patterns</p>	20 Hours
Module 3	<p>Decision making and Motivation : Decision making – Concept - Nature – Process- Types- Techniques of Decision Making: Nominal group technique – Delphi Technique, TA, Johari Window- Analysis Of Ego States- Analysis Of Transactions- Script Analysis- Analysis Of Life Position- Stroking-Contemporary theories of motivation (ERG,</p>	20 Hours



	Theory Z, Cognitive evaluation, goal setting, equity, expectancy model- Motivation and organizational effectiveness	
Module 4	Leadership :Leadership –Concept - Theories of Leadership: Behavioural approach - Situational approach Leadership effectiveness, Factors affecting leadership - Contemporary issues in leadership - Organizational Conflict- Features- Sources of conflict patterns, levels and conflict resolution strategies.-Group dynamics: definition- types of group – theories of group formation – group roles –inter-group behaviour – group dynamics- group cohesiveness: factors influencing group cohesiveness – consequence of group cohesiveness- team development: effective teams – characteristics – importance – technique used in team building	15 Hours
Module 5	Organizational Culture, Organizational Development and Stress Management: Organizational Culture -Concept – Characteristics- determinants of organizational culture - Organizational Development: concept - Characteristics - Process -and intervention techniques - Organizational stress - Features - Causes - Effects /Consequences of stress on individual and organization, Management of stress	20 Hours

Reference:

1. Robbins; S.P., Organisational Behaviour (13th edition), Prentice Hall of India Pvt. Ltd., New Delhi, 2008.
2. Kumar Paranit, Organisational Behaviour, Gen Next Publication
3. Jai B.P. Sinha, Culture and Organizational Behaviour, Sage India.
4. Organisational behaviour, Aswathappa, Himalaya Publishing House
5. Human relations and organizational behaviour, RS. Dwivedi, MacMillain publishers India limited.



BMCM103: CONTEMPORARY MARKETING MANAGEMENT

90 Hours	4 Credit
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Course Objectives:

1. To understand theoretical and conceptual aspects in Marketing Management.
2. To get familiar with the modern trends in marketing

Course Outcome: On successful completion, the student will be able to understand theoretical and conceptual aspects in Marketing Management.

Module 1	Introduction to Marketing Management: Evolution of Marketing – production- product- consumer-holistic- Marketing 3.0- Marketing Mix- classic 4 Ps + Packaging, Physical evidence, Process, Person, Place- - Rural marketing- its role in India- Marketing as Creating, Communicating and Delivering Value - Value chain	20 Hours
Module 2	STP and Consumer buying Behaviour: Segmentation, Targeting, Positioning Buyer Behaviour – various theories-B2B Vs B2C	10 Hours
Module 3	Product, Brand & Pricing Strategies: Concept of Product- Classification of products, Goods Vs Services- Product line and Product mix -Product life cycle- Brand Management- Pricing- Factors affecting Price Determination, Pricing Policies and Strategies	20 Hours
Module 4	Channels of Marketing & IMC: Marketing Channels-Supply Chain and Logistics - Retailing, Wholesaling, Direct and e-tailing- IMC – Advertising, Personal selling, events and experiences, Sales Promotion, - Publicity and Public Relations	20 Hours
Module 5	Digital Marketing: Digital Marketing-Mobile Marketing– gamification- Social Media Marketing- Evaluation and control of Marketing Process-Recent trends in marketing	20 Hours

Reference

1. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar Marketing Management
2. A South Asian Perspective, Pearson Education. Ramaswamy V.S & Namakumari. S
3. Marketing Management – Global Perspective, Indian Context, MacMillan. Paul Baines Paul, Fill Chris & Page Kell.
4. Essentials of Marketing, Oxford publication. Damian Ryan,
5. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 3rd ed, Kogan Page, 201



BMCM104: RESEARCH METHODOLOGY

90 Hours	4 Credit
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Course Objectives: To help the students to understand how to do research in the area of commerce and management.

Course Outcome: On completion of this course, students will be able to identify a research problem, prepare a research design, select a suitable method of data collection, and develop a competent instrument and to prepare a research report

Module 1	<p>Social Science Research an Introduction</p> <p>Research: Meaning-Significance-Objectives - Brief history of Social Science Research – Philosophy of positivism and post positivism - types of research - research methods Vs methodology- research process</p>	10 Hours
Module 2	<p>Research problem and Design</p> <p>Definition-Nature-formulation of research problem – Sources of identifying research problems – Review of Literature – Identifying Research Gaps - Research design-Meaning, need, types of research design - Variables-dependent, independent - extraneous variables-intervening variable-dichotomous variable - Research proposal - Research hypothesis-Types of hypotheses</p>	20 Hours
Module 3	<p>Sampling design - Census and sample survey- Meaning and definition of sampling design - Sample frame-Adequacy of sample size-Methods of sampling--Random sampling-non random sampling – Case study as a research strategy Case study designs – Case study protocol</p>	15 Hours
Module 4	<p>Instrument Development and Data Collection</p> <p>Data- types of data - Methods of data collection - instrument development – Components of an instrument – Steps in the instrument construction process – Concept of Measurement – Level of measurement – Nominal - interval - ordinal – ratio - Different types of scales – Rating Scale – Numerical Scale – Graphic Scale -Attitude Scale – Likert Response Scale – Concept of validity and reliability-Face Validity – Construct validity – Content validity – Criterion Validity – Predictive Validity – Multi cultural validity – Evidence for validity – Internal consistency and reliability – Methods for</p>	30 Hours



	establishing evidence for reliability – eye balling – percentage and proportion of agreement – approaches using a statistical test of correlation – test retest reliability – Parallel forms of reliability – Internal consistency reliability – Methods of testing internal consistency – Average inter item and average item to total correlation – Split half method – Cronbach alpha.	
Module 5	Research Reporting Relevance-Characteristics of a good research report - Contents of a report-Citing references using APA style-MLA style-Chicago style-Plagiarism	15 Hours

Reference:

1. Statistical methods for research, Prof. K. Kalyanaraman, Prentice Hall Pvt. Limited
2. Designing and constructing instruments for social research and evaluation, David Colton and Robert W. Covert, John Wiley & Sons. Inc
3. Case Study Research – Design and Methods, Robert K. Yin, Sage International
4. Approaches and Methodologies in Social Sciences: a pluralist perspective, Ed. Donatella Della Porta and Michael Kealing, Cambridge University Press
5. Complete Business Statistics, Amir D Aczel and Jayavel Sounder pandian, McGraw Hill Co.
6. Business Research Methodology, Sasi K Gupta & Praneet Rangi, Kalyani Publishers
7. Research methodology, C R. Kothari, New Age International publishers
8. Research methodology, R. Paneerselvam, Prentice Hall of India



BMCM105: QUANTITATIVE TECHNIQUES

	90 Hours	4 Credit
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Course Objectives:

- a. To understand statistical tools for quantitative analysis
- b. To understand the statistical tools for research and business decision making.

Course Outcome: On successful completion of the course, student will be capable for using inferential statistical tools for business research purpose

Module 1	Introduction to Probability: Probability- Basic concepts- Addition theorem, Multiplication theorem- Conditional Probability- Bayes Theorem- Mathematical Expectation	15 Hours
Module 2	Probability distributions: Meaning and Significance of Theoretical/Probability - Distribution -Binomial, Poisson and Normal distribution - Normal approximation to binomial distribution and Poisson distribution	20 Hours
Module 3	Statistical inference Sampling and non-sampling errors- Statistic and parameter- Sampling distribution- Standard error, central limit theorem - Point estimate, Interval estimate- Statistical inference- Test of hypotheses- procedure - type 1 error-type II error- Z test, t test- features-application- Z test- test for population mean - test for population mean (2 samples) - Test of population Proportion -T Test- Test of population mean- Test of population means- Independent sample paired test for dependant samples- testing of significance of correlation coefficient- F test; ANOVA- one way ANOVA, two way ANOVA	35 Hours
Module 4	Non- parametric tests: Advantages and limitations of Non parametric Tests - Chi-square test- Independence of attributes- Test of goodness of fit- - One sample sign test - Paired sample sign test- Sign Test- Run test- Mann Whitney U test- Kruskal wallis H test.	10 Hours
Module 5	Statistical Quality Control : Techniques of SQC - Control charts - Control charts for variables - X chart, R chart – Control chart for attributes p chart, np chart and c chart	10 Hours



Reference

1. Statistics for Management by Levin, Richard and David S. Rubin- Prentice Hall of India.
2. Statistical Methods by Gupta S P -Sultan Chand and Sons, New Delhi.
3. Fundamentals of Statistics by Gupta, S.C. Himalaya Publishing House.
4. Fundamentals of Statistics by Elhance D N- Kitab Mahal Publications
5. Fundamentals of Business Statistics by Sharma J K - Pearson Education India
6. Basic Statistics by Agrawal B.L. -New Age International Publishers.
7. Business Statistics by Sharma J K, Pearson Education India.



SEMESTER II

BMCM206: HIGHER ACCOUNTING

90 Hours	4 Credit
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Course objective: To understand the concept of holding company, liquidation of company.

Course Outcome: After the completion of the course, the student will be able to understand

- a. Understand the concept of holding and subsidiary, apply consolidation procedure for consolidation of financial statements of subsidiary along with holding company and to prepare the consolidated financial statement
- b. Understand liquidation and different types and prepare statement of affairs, deficiency account and liquidators final statement of account
- c. Prepare accounts of various specialised business organisations
- d. Understand in detail the accounting aspects of NBFC

Module 1	<p>Accounts of holding companies: Concept of Holding Company, Subsidiary Company-Consolidated Financial Statements - Need for Consolidation -Documents to be filed along with Consolidated financial statements -Procedures to be adopted for consolidation -Preparation of Consolidated balance sheet- Minority Interest-Cost of Control-Pre-acquisition and Post-acquisition -Elimination of Un realised Profit - Dividend declaration by subsidiary company -Issue of Bonus Shares - Contingent liabilities -Revaluation of Assets and liabilities -debentures and preference shares of subsidiary companies -Cross Holding</p>	30 Hours
Module 2	<p>Accounts of Public Utility Undertakings: Double account system - Features -Difference between Double Account and Single Accounts - Advantages and Dis advantages of the Double Accounts -Final Accounts of Electricity Concerns -Reserves to be created by Electricity Companies -Computation of Reasonable Return and Clear profit and Disposal of Surplus of Electricity Companies -Replacement and Extension of Assets</p>	20 Hours
Module 3	<p>Liquidation Accounts: Modes of Winding up-Procedures to be followed under different modes -Preparation of Statement of Affairs - List A and List B Contributories -Deficiency/Surplus Accounts - Preferential Creditors -Liquidators Final Statement of Accounts</p>	15 Hours



Module 4	Accounting for specialized types of business: Voyage accounts - Accounts of Underwriters	15 Hours
Module 5	Non-Banking Financial Companies: Definition- types of NBFC - NBFC Vs Bank-Classification of NBFC-Registration and Regulation of NBFC-Classification of Assets-provisioning requirements	10 Hours

Reference

1. Corporate Accounting, A. Mukharjee and M. Hanif, TATA McGrawHill Co
2. Students Hand Book on Advanced Accounting, G. Sekar and B. Saravana Prasath, C. Sitaraman & Co. Pvt Ltd;
3. Advanced accountancy, Arulanandam & Raman, Himalya Publishing House
4. Fundamentals of Financial accounting, Nassem Ahmed, Ane books Pvt, Limited
5. Advanced Financial Accounting, R.L. Gupta & Radhaswami, Sultan Chand CO;
6. Advanced Financial Accounting, S.N. Maheswari
7. Advanced Financial Accounting, Paul & Kaur
8. Advanced Financial Accounting, S.P. Jain & K.L. Narang; Kalyani Publishers



BMCM207: BUSINESS ENVIRONMENT

90 Hours

4 Credit

Course Objective: The course aims at familiarizing the students with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations

Course Outcome: On successful completion of this course students will get a clear idea regarding the inter linkage between business and its environment.

Module 1	<p>Business Environment - Meaning- Features- Importance – Classification of Business Environment; Internal, External, Micro & Macro Environment – Components Of Micro & Macro Environments – Environment Analysis; PESTEL framework – Significance of Environment Analysis –Tools; SWOT, TOWS matrix.</p>	15 Hours
Module 2	<p>Economic environment – Meaning & Significance Economic Policy – Meaning & Significance Industrial Policy, Fiscal Policy, Monetary Policy & Trade Policy Economic System; Pros and Cons of Capitalism, Socialism and Mixed Economy – Salient Features of Indian Economy. Economic Condition – Meaning of Economic Development & Economic Growth –Meaning of ;HDI ,Exchange Rate & Inflation – Meaning & Measurement of ;GDP,GNP,NDP &NNP</p>	15 Hours
Module 3	<p>Socio – cultural environment</p> <p>Social Environment; Meaning& elements – Connection between business and society – CSR – Classical & Modern views of CSR– Arguments against to and in Favour of CSR – CSR models; Carrol’s four parts model, Robert Ackerman’s model, Preston &Post model - Social Audit –Meaning & Methods</p> <p>Cultural Environment – Culture; Meaning & Components – Connection between Business and Cultural Environment</p>	20 Hours



Module 4	Political & Legal environment Political environment – Meaning –Elements of political system- Legislative-Judiciary & Executive – Functions of the elements of political system –Relation between business and political environment. Legal environment -meaning – industrial licencing – need, types & forms of government control – Business regulation in India –Brief study of the relevance of Companies Act 2013, Indian Contract Act 1872, Partnership Act1932,Sale of goods Act 1930, Competition Act 2002, Factories Act 1948 and Consumer Protection Act 1986.	20 Hours
Module 5	Global Environment – Meaning, Components; GATT /WTO Principles , International Treaties, Conventions .Globalisation; Merits & Demerits- Impact on India –Foreign trade promotion measures in India; SEZ,EOU and EPZ.	20 Hours

Reference

1. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
2. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
3. Mittal - Business Environment (Excel Books).
4. V. Neelamegam – Business Environment (Vrinda Publications, 2nd edition 5. Fernando-Business Environment (Prentice hall) Edition)
5. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition



BMCM208: WORKING CAPITAL MANAGEMENT

90 Hours

4 Credit

Course Objective: To give basic understand about the various aspects of management of working capital and its importance

Course Outcome: On completion the student will able to

- Understand the importance of adequate working capital
- Understand the various components of working capital and its management
- Understand methods of receivables management
- Evaluate the receivables and implementation of credit policy
- Learn the importance and management of cash in an organisation

Module 1	Working Capital Management : Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital	20 Hours
Module 2	Cash Management: Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Models for Determining Optimal Cash Needs, Cash Planning, Cash Forecasting and Budgeting	20 Hours
Module 3	Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy	15 Hours
Module 4	Inventory Management: Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with Inventories, Inventory Management Techniques, Importance of Inventory Management Systems	20 Hours
Module 5	Working capital finance: Introduction- Trade credit- accrued expense and deferred income- forms of bank finance for working capital- Regulations of working capital finance	15 Hours



Reference

1. Financial management, M Y Khan and P K Jain Tata McGraw Hill
2. Financial management I M Pandey Vikas publications
3. Financial management Prasanna Chandra Tata Mc Graw Hill
4. Mergers ,Restructuring and corporate control, Weston, Prentice Hall India
5. Financial analysis of company mergers in India, Kaveri V S Himalaya Publications



BMCM209: HUMAN RESOURCE MANAGEMENT

90 Hours

4 Credit

Course Objective: To give broad overview about employee's recruitment, selection, retention plan and process

Course Outcome: On completion of the course, student will be able to do evaluation of employee's recruitment, selection, retention plan and process

Module 1	Introduction to Human Resource Management: Concept – Role – Scope - Functions of HRM - HR Manager - Human Resource Policies - Need- Types - Scope - Problems of HR Polices, Human Resource Planning; – Objectives- Scope Process. HRD: Concept - Objectives, Principles of HRD- Need and Significance of HRD	20 Hours
Module 2	Acquisition of Human Resources – Job Analysis; Job Description - Job Specification - Job Design - Recruitment – Sources of Recruitment - Selection - Selection Process - Placement – Induction - Socialisation	15 Hours
Module 3	Training & Performance Appraisal – Concept- Importance- Training Process - Training Needs Analysis- Designing Training Program – Methods of Training - Modern Training Methods. Executive Development; Concept – Objectives – Importance – Process- Methods. Performance Appraisal; Importance -Process – Techniques. Job Evaluation	20 Hours
Module 4	Compensation Management: Wage and Salary Administration; Objectives - Essentials - Methods of Wage Payment, -Process of Wage Determination – Wage Policy - Regulations of Wages - Incentives – Fringe Benefits – Employee Stock Option Plan	15 Hours
Module 5	Industrial Relations & Grievances Handling: Industrial Relations: Significance – Objectives – Approaches - Industrial Disputes - Causes. Grievance Handling; Meaning - Causes of Grievances – Importance - Procedure of Grievance Handling - Hot Stove Rule - Code of Discipline	20 Hours

Reference

1. Aswathappa K., Human Resource and Personnel Management; Tata McGraw Hill, New Delhi, 1997.
2. Gupta, C.B.: Human Resource Management, Sultan Chand & Sons, New Delhi



3. Prasad, L.M., Human Resource Management
4. V S P Rao, Human Resource Management: Text and cases, Excel Books, New Delhi



BMCM210: OPERATIONS RESEARCH

90 Hours

4 Credit

Course Objectives: To enable the students to understand various techniques used in operation management decisions.

Course Outcome: On completion of the course, student will be able to use the techniques in operations management decision making

Module 1	Introduction to OR Meaning- origin and development -OR in India- Scope of OR as a tool in decision making - Features and methodology of OR-Phases of OR study-Types of OR models -Limitations of OR	5 Hours
Module 2	Linear Programming: Meaning-Concepts-Basic assumptions -uses and applications-formulation of LPP-graphical- Analysis-simplex method –Duality (Formulation of Dual only).	30 Hours
Module 3	Transportation problems: Introduction -Formulation of TP- Initial basic feasible solution -NWCM method-Matrix- Minima Method- Vogels Approximation method- Optimality test- MODI method - Assignment problems-Maximisation problems in assignment	20 Hours
Module 4	Decision theory- Quantitative approach to management decision making-decision under conditions of uncertainty- Maximin- Maximax- Hurwics, -Laplace and Minimax regret criteria-Decision making under risk-EMV-EOL-EVPI criteria-decision tree analysis	20 Hours
Module 5	Network analysis: CPM and PERT-Network concepts- construction of network diagram- numbering the events- (Fulkerson’s Rule), - Network calculations-CPM-Concept of float-PERT –probability considerations in PERT-calculation of float/slack under PERT- points of similarities and dissimilarities in PERT and CPM- limitation of PERT and CPM	15 Hours

Reference

1. Operation research, theory and applications, J.K. Sharma, Macmillain India limited.
2. Operations Research: Principles and Practice, Ravindran.
3. Research methodology and OR, H.R. Ramanath, Himalaya Publishing House
4. Operation Research, VK. Kapoor, Sultan Chand Co
5. OR, Sarmma & Ananad, Himalaya Publishing House
6. Operation Research, Kanthi Swarup, Sultan Chand Co



7. Operation Research, SD. Sharmma, Kedarnath Co
8. Operation Research-problem and solutions, J.K. Sharma, Macmillain India, limited.
9. Operations Research, K.K. Chawla, Gupta & Sharma; Kalyani Publishers



SEMESTER III

BMCM311: ADVANCED COST ACCOUNTING

90 Hours

4 Credit

Course Objective: To Understand the concept of Unit Costing, Process Costing and Budgetary Control

Course Outcome: On successful completion of this course students will be able to Formulate overhead using predetermined rates and Activity-Based costing. Prepare a budget and use budgets for performance evaluation. Interpret variable cost variances and fixed cost variances. Summarize process cost accounting and prepare a process cost report.

Module 1	Advanced Unit Costing: Preparation of Cost Sheet - Cost and Profit estimation of different industries at different levels of output – Preparation of Quotation and Tenders	15 Hours
Module 2	Process Costing: Process Accounts – Process Losses – Process Gains – Equivalent Production – Inter Process Profits – Costing of By Products – Costing of Joint Products	20 Hours
Module 3	Budgetary control and Standard Costing a) Budget and budgetary control-preliminary steps for the adoption of a system of budgetary control-types of budgets - functional budgets- Production Materials and Purchase Budgets – Production and Labour cost budget – Labour Utilisation and Labour Cost Budget – Overhead budgets – Budgeted P&L Account - cash budget fixed and flexible budgeting- Flexible Budgets, Evaluation of Alternatives and Decision Making -Zero Base Budgeting Performance Budget -advantages and limitations of budgetary control. b) Standard Costing – Material Variances – Labour Variances – Overhead Variances – Sales Variances – Application of Standard Costing Principles in Budgetary Control	25 Hours



Module 4	Activity Based Costing.: Meaning – Definition – Purposes of ABC - Cost Object – Cost Drivers – Steps involved in installation of ABC system -Stages involved in Activity Based Cost – Difference between Traditional Absorption Costing and ABC – Areas in which ABC information is used in decision making – Activity Based Cost Management – Benefits – Business Applications of Activity Based Cost management – Product Costing Under ABC – Preparation of Cost and Profit Statement under Traditional and ABC - Activity Based Variance	20 Hours
Module 5	Service Costing: Road Transport Costing – Air Transport Costing including Special Offer evaluation- Hotel and Hospitality Service Costing – Health Service Costing	10 Hours

Reference

1. Advanced Cost Accounting- S N Maheshwari- sultan Chand publications
2. Advanced Cost Accounting- V K Saxena & C D Vashist
3. Advanced Cost Accounting- Jain & Narang- Kalyani Publishing House
4. Advanced Management Accounting- G Shekar- paduka Publications
5. Advanced Cost Accounting- Ravi M Kishore- Taxman Publishing House



BMCM312: DIRECT TAX LAW AND PRACTICE

90 Hours

4 Credit

Course Objective: To impart basic knowledge and equip the students with Income Tax Act 1961 and to enable them to compute taxable Income under the heads of Income.

Course Outcome: On completion, the student will be able to compute income under different heads, deductions available, and total income of different assesseees.

Module 1	Introduction: Brief History of Income tax in India - Basic Concepts- Finance Act- Definitions -Rates of Income Tax- Accelerated Assessment. Agricultural Income- Partly Agricultural Income - Capital and Revenue. Residential Status- Incidence of tax- Income Exempt from tax- Heads of Income- Double taxation	20 Hours
Module 2	Salary & Income from House Property: Salary - Chargeability – Definition- Allowances, Perquisites, Profit in lieu of salary- Deductions from salary- Provident funds and treatment- Computation of income from salary Income from House Property- Basis of Charge- Deemed ownership –Exemptions –Annual value determination in various cases- Deductions –Treatment of Unrealised rent, recovery of unrealized rent and arrears of rent- Computation of Income from House Property	25 Hours
Module 3	Profit and Gains of Business or Profession: Chargeability- Deductions expressly allowed -General Deductions – Treatment of depreciation- Computation of Profits and Gains of business or profession	15 Hours
Module 4	Capital gains & Income from other sources: Basis of charge- Capital Assets - Short-term and Long- term capital gains- Transfer- Cost of Acquisition under special cases- Computation of capital gain under Section 45(2), 45(5) and 50- Capital Gains exempt from tax- - Computation of Income from Capital Gain. Income from other sources General chargeability –Specific Chargeability, Kinds of securities & Grossing up of interest- Bond washing transaction - Deductions allowed -Deduction not permitted- Computation of income under the head Income from Other Sources	20 Hours



Module 5	Aggregation and Clubbing of income of other persons - Set off and carry forward of losses- Order of set off - Computation of Gross Total Income –Deductions under Chapter VI A	10 Hours
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Reference

1. Direct Taxes Law and Practice- Dr H C Mehrotra and Dr S P Goyal- Sahitya Bhawan Publications
2. Direct Taxes Law and Practice- Singhanian V K, Taxmann Publications Ltd.
3. Direct Taxes Law and Practice- Dr. Girish Ahuja ; Dr. Ravi Gupta, Bharat Law House Pvt. Ltd
4. Direct Taxes Sri T N Manoharan- Snow White Publications
5. Direct Taxes – Law and Practice, Bhagwathi Prasad- Wishwa Prakashana



BMCM313: FINANCIAL DERIVATIVES AND RISK MANAGEMENT

90 Hours	4 Credit
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Course Objective: To provide a detailed understanding of the special characteristics of derivatives, including forwards, futures, swaps, options and others, and their relationship to the underlying cash securities.

Course Outcome: On successful completion the student will be able to

- a. Analyze and price diverse derivatives products to generate an optimal risk management strategy.
- b. Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
- c. Explain the binomial model and its extension in continuous time to the Black-Scholes model.
- d. Demonstrate an understanding of pricing forwards, futures and options contracts

Module 1	Derivatives: Meaning-types of derivatives- evolution- economic benefits of derivatives participants in derivative market- quantitative foundations – time value of money-discounting and compounding technique	20 Hours
Module 2	Risk: Meaning of risk - Sources and Types of risk —Systematic and Unsystematic Risk- Risk in different markets – Commodity, Currency and Security markets - Implications of risk-risk perception of individuals and institutions-Alternatives for managing financial risk – diversification –reinsurance –contingency contracts- Risk Management using derivatives	20 Hours
Module 3	Forwards: forward prices-continuous compounding-currency forwards-exchange rate quotation-direct and indirect-bid and offer rates-spot market and forward rate-foreign exchange risk-hedging through forwards-speculation- option forward deals-closing forward contracts-currency forwards and banks- advantages and disadvantages of forwards	20 Hours



Module 4	Futures contracts: features-delivery terms-price and price limit-long and short positions-open interest-uses of futures- pricing-cost of carry model in perfect market environment and imperfect market environment-deviations from model – expectations model of futures pricing- difference between futures and forwards- commodity futures- trading mechanism forward market commission- important commodity exchanges in India-role of futures market- currency futures-clearing and settlement- - use of currency futures-stock futures hedging with futures- stock futures trading in India-index futures trading-uses-interest rate futures.	20 Hours
Module 5	Options: types-trading-uses-currency options-combination of options- exotic options-option pricing-black scholes model-assumptions- notations-calculation of option price-using put call parity- pricing of American option-binomial model of option pricing-Swaps- Financial swaps- interest rate swaps-swapping through intermediaries-motivation for coupon swap currency swaps	10 Hours

Reference

1. John C. Hull, Options, Futures and Other Derivative securities, PHI
2. S. Kevin, Commodity and Financial Derivatives, 2nd ed., PHI
3. S.S.S. Kumar, Financial Derivatives, PHI
4. Robert W. Kolb, Understanding Futures Markets, PHI
5. Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards,
6. Options and Swaps



BMCM314: INTERNATIONAL BUSINESS

90 Hours	4 Credit
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Course Objective: To familiarize the students to the basic concepts of international business and to provide the students an opportunity to learn and understand how business is conducted in the international arena

Course Outcome: On completion, the student will be able to

- a. Ability to conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.
- b. Demonstrate a significant understanding of the fundamental concepts of international business and marketing.
- c. Analyze International business situations in keeping with professional standards and moral values and recommend appropriate courses of action.
- d. Understand the situations behind the formation of various international institutions in business and its present relevance

Module 1	International Business –Definition – Internationalizing business - Advantages and disadvantages of international business - –factors causing globalization of business- international business environment – components— Conflict in international business- Sources and types of conflict – Conflict resolutions – Ethical issues in International business - Modes to enter the global market.	20 Hours
Module 2	International Trade and Investment Theories: Absolute Cost theory- Comparative Cost theory -Opportunity Cost theory, Factor Endowment theory -Complimentary trade theories –International Product life Cycles. Investment Theories – Theory of Capital Movements- Market Imperfections theory- Internationalization Theory- Location Specific Advantage Theory -Eclectic Theory	20 Hours
Module 3	Balance of Trade & Balance of Payment. -Balance of Payments: Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs)	10 Hours
Module 4	Promotion of global business – the role of GATT/WTO –multilateral trade negotiation and agreements International Institutions; UNCTAD - Its Basic Principles and Major Achievements, IMF, Role	25 Hours



	of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO-Nature and scope - Organization and structure – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning	
Module 5	Challenges for global business – international trade and trade barriers –bilateral trade agreements –trade barriers and international relations – international trade and transfer pricing – protection of domestic industry in globalised era – globalization and growing inequality –role of trading blocks in international business	15 Hours

Reference

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi,
3. K. Aswathappa, International Business, Tata Mc Graw Hill, New Delhi
4. Varshney R.L, Bhattacharya B - International Marketing Management ,Sultan Chand & Sons



BMCM315: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

90 Hours	4 Credit
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Course Objective: This course aims at developing an understanding to the areas of security analysis and portfolio management and equipping the students with advanced tools and techniques for making profitable investment decisions.

Course Outcome: On successful completion of this course, student should be able to describe the basic concepts of Securities Analysis and Portfolio Management and its various tools and techniques to facilitate in managing portfolios.

Module 1	<p>Investment: Financial and Economic Meaning – objectives - Characteristics - investment vs speculation and gambling-investment process-risk- meaning and types-systematic and unsystematic risk-measurement of risk-Portfolio management-process-rational considerations-phases of investment portfolio management</p>	10 Hours
Module 2	<p>Security analysis: Fundamental analysis-Economy analysis-Economic forecasting-Forecasting techniques-Industry analysis-Industry life cycle-Industry characteristics-Company analysis-Factors in company analysis</p>	15 Hours
Module 3	<p>Technical analysis: Meaning – Basic principles - Dow theory-Elliot wave theory-Charting techniques- Moving averages-MACD-RSI-Technical indicators-Breadth-Limitations of technical analysis-Efficient market hypotheses-Forms of market efficiency-Investment implications-Empirical tests-EMH Vs fundamental and technical analysis</p>	20 Hours
Module 4	<p>Portfolio theory: Portfolio risk and return-Optimal portfolio-Measurement of risk and return of portfolio-Risk reduction through diversification – Portfolio selection - Markowitz model- Sharp single index model- Sharp’s portfolio optimization-Capital asset pricing model-CML-SML- Arbitrage Pricing theory (APT) - Portfolio revision – Portfolio evaluation.</p>	25 Hours
Module 5	<p>Valuation of securities: Bond valuation - YTC/YTM - Bond duration - Bond Returns & Prices - Bond Rating-Bond Management Strategies. Share Valuation-Factors influencing Share Price Movements-Share</p>	20 Hours



	Valuation Models-Cash Flow Valuation Models-Earnings Valuation Models.	
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Reference

1. Donald E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI
2. David Blake, Financial Market Analysis, McGraw-Hill
3. Ranganatham, Security Analysis and Portfolio Management, Pearson Education India
4. Samir K. Barua, Portfolio Management, Tata McGraw-Hill
5. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw-Hill
6. S. Kevin, Security Analysis and Portfolio Management, PHI



SEMESTER IV

BMCM416: ACCOUNTING FOR MANAGERIAL DECISIONS

	90 Hours	3 Credit
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Course Objective: To Understand the applications of marginal costing in decision making.

Understand different pricing decisions and accounting for price level changes

Course Outcome: On successful completion of this course, students will be able to -

Explain, calculate and interpret the various accounting ratio. Prepare Profit Statement with different Transfer pricing methods. Understand the applications of marginal costing in decision making. Understand different pricing decisions and accounting for price level changes

Module 1	<p>Advanced Ratio Analysis: Liquidity Ratios- Activity Ratios – Profitability Ratios- Gearing Ratios – Other Miscellaneous Ratios – Construction of Financial Statements from given ratios – Interpretation of ratios – Special Ratios to evaluate the Performance of Banks and Insurance Companies – Application of Camel model to evaluate the performance of Banks and Insurance Companies – Advantages and Limitations of Ratios as a tool for Analysing Financial Statements</p>	15 Hours
Module 2	<p>Marginal Costing CVP Analysis and Decision Making: Marginal costing – Marginal Costing Equation – Break-even Point – Profit Volume Ratio –Advantages and Limitations of Marginal Costing – Cost volume profit analysis – Computation of PV Ratio, Break Even Point and Make or Buy Decision - Margin of Safety – Effect of Change of sale price on overall BEP – Effect of change in product mix on BEP and PV Ratio – Indifference Point Computation – Shut down Point – Impact of Incremental Contribution Analysis- New Product Launch – Export Order Identification</p>	25 Hours



Module 3	Pricing Concepts and Decisions: Pricing Methods – Cost Plus Pricing – Pricing to earn targeted Profit - Variable Cost Pricing – Incremental Pricing – Going Rate Pricing – New Product Pricing Strategies – Skimming Price Policy – Distributor Discount and its impact on Profitability – Pareto Analysis – Export Offer Pricing	15 Hours
Module 4	Transfer Pricing: Meaning of Transfer Pricing – Objectives – Methods of TP – Cost Based TP – Market Price Based TP – Negotiated TP – Meaning, advantages and limitations of Dual Rate TP System – Two Part Transfer Pricing – Problems involving same TP but Different Output Levels – Divisional Profit Analysis – Preparation of Profit Statement when different TPs and Different output levels – Impact of Opportunity Cost on TPs	20 Hours
Module 5	Inflation Accounting: Meaning-CPP method-Replacement cost accounting technique-CCA method-COSA-gearing adjustment- MWCA-advantages and disadvantages of price level accounting	15 Hours

Reference

1. Management Accounting, Madhu Vij, Mac Millain India limited
2. Management Accounting, S N. Maheswari, Sultan Chand Co
3. Management Accounting, Dr. S P. Gupta, Sahitya Bhavan, Agra.
4. Management Accounting, RSN Pillai.
- 4 Management accounting-concepts and applications, Abhishek Godha, MacMillain India



BMCM417: DIRECT TAXES - ASSESSMENT AND PROCEDURES

90 Hours

3 Credit

Course Objective: To impart basic knowledge and equip the students with Income Tax Act 1961 and to enable them to assess the income of the individual

Course Outcome: On completion of the course, the students will learn in detail the computation of total income and tax liability of different assessee like individuals, Hindu Undivided Families, Partnership firms and companies. It is also intended to impart advanced knowledge about the legal procedures in assessment processes and the powers of different income tax authorities.

Module 1	Computation of Total Income: Assessment of Individual. & HUF- Treatment of agricultural income- Relief under Sec 89(1).	25 Hours
Module 2	Assessment and computation of tax: firms-AOP/BOI-Companies- MAT- Rebate under Sec 87	25 Hours
Module 3	Assessment procedures: Types of Assessment- Return-types of return-e-filing of return- due dates for filing returns-defective return- interest for default-PAN- TAN-TIN- TR Rectification of mistakes.- Deduction and collection of tax at source-advance payment of tax refund of tax	15 Hours
Module 4	Income tax authorities and powers: survey search and seizure- appeals and revision-penalties and offences	10 Hours
Module 5	Tax planning Concepts: Tax planning -Tax avoidance-tax evasion- tax management-need of tax planning-tax planning based on residential status-tax planning under different heads limitations of tax planning.	15 Hours

Reference

1. Direct Taxes Law and Practice- Dr H C Mehrotra and Dr S P Goyal- Sahitya Bhawan Publications
2. Direct Taxes Law and Practice- Singhania V K, Taxmann Publications Ltd.
3. Direct Taxes Law and Practice- Dr. Girish Ahuja ; Dr. Ravi Gupta, Bharat Law House Pvt. Ltd
4. Direct Taxes Sri T N Manoharan- Snow White Publications
5. Direct Taxes – Law and Practice, Bhagwathi Prasad- Wishwa Prakashana.



BMCM418: INTERNATIONAL FINANCE

90 Hours	3 Credit
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Course Objective: To provide an understanding of foreign exchange, its transactions and management of risk in foreign exchange transactions and to provide an understanding of the international financial institutions, instruments and markets.

Course Outcome: On successful completion of this course, student should be able to understand the basics of foreign exchange, its transactions and management of risk in foreign transactions and understand the basics of the international financial institutions, instruments and markets.

Module 1	Introduction to international finance: meaning and importance of international finance – growth of international transactions – flow of funds across countries – international investment – international financial system	10 Hours
Module 2	Fundamentals of Foreign exchange: exchange rate mechanism – fixed rate and floating rate - spot rate and forward rate – exchange rate theories - purchasing power parity theory- fisher effect theory –interest rate parity theory – foreign exchange market – market participants – types of transactions – hedging, arbitrage and speculation	25 Hours
Module 3	Foreign exchange risk management: meaning of foreign exchange exposure and risk – types of foreign exchange exposure and risk – transaction exposure, operating exposure and translation exposure – management of foreign exchange exposure and risk	25 Hours
Module 4	International monetary system : the gold standard – the Bretton Woods system of exchange rates – current exchange rate regime - international financial institutions- IMF, World Bank, the Asian Development Bank – international financial markets – instruments of international financial markets – sources of international funds – modes of investment–FDI-FPI - European monetary system	20 Hours
Module 5	Foreign exchange regime in India: evolution of exchange rate regime in India – Indian foreign exchange market – regulatory framework – RBI, FEMA -India’s balance of payments	10 Hours

Reference

1. Jeff Madura, International Corporate Finance
2. Maurice D. Levi, International Finance



3. Eiteman, Stonehill and Moffett, *Multinational Business Finance*
4. Krugman, Paul R. and Obstfeld, Maurice, *International Finance: Theory and Policy*, Pearson
5. Prakash G. Apte, *International Financial Management*, Tata McGraw-Hill
6. S. Kevin, *Fundamentals of International Financial Management*, PH



BMCM419: STRATEGIC FINANCIAL MANAGEMENT

90 Hours	3 Credit
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Course Objective: To provide learners with the skills to apply financial principles relevant to strategic management in the Organisational contexts such as mergers, acquisitions and financial restructuring. It also enables to critique a range of investment appraisal techniques and make a justifiable recommendation.

Course Outcome: On completion of the course, the student will be competent enough to

- a. Discuss meaning of cost of capital and measure cost of individual components of capital
- b. Discuss various investment evaluation technique traditional and modern methods
- c. Discuss various capital structure theories

Module 1	Cost of Capital: Importance and concept-Measurement of specific cost of capital-Cost debt before and after tax-Cost preference share-Cost of equity share-Cost of retained earnings-Computation of overall cost of capital based on book value market value and marginal cost of capital	20 Hours
Module 2	Capitalisation and capital structure: Capitalisation –Theories of capitalization –over, under and fair capitalization – Capital structure – forms of capital structure - optimum capital structure – financial leverage, operating leverage and combined leverage - capital structure theories - net income approach - net operating income approach - Modigliani and Miller (MM) approach – traditional approach – Factors affecting Capital structure	20 Hours
Module 3	Capital Budgeting: Meaning and Importance-Capital budgeting process-Types of investment decision-Financial factors considered in capital budgeting-Estimation of cash flows-Significance of discount rate-Capital budgeting techniques -Simple pay back-Discounted pay back-Pay back reciprocal-Average rate of return-Net present value-Profitability index-Internal rate of return- Modified internal rate of return	20 Hours
Module 4	Risk Analysis in Capital Budgeting- Conflict between NPV & PI and NPV & IRR-Capital rationing-Decisions in resource constraint situations-Differential project lives decision making-Risk analysis in capital budgeting-Risk adjusted discount rate-Certainty equivalent approach-Probability distribution approach-Decision tree analysis	20 Hours



Module 5	Emerging areas in Financial Management: Corporate restructuring – mergers, acquisitions, financial Restructuring, demergers, buyouts - - Financial engineering – Role of financial engineers.	10 Hours
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Reference

1. Financial management, M Y Khan and P K Jain Tata McGraw Hill
2. Financial management I M Pandey Vikas publications
3. Financial management Prasanna Chandra Tata Mc Graw Hill
4. Mergers, Restructuring and corporate control, Weston, Prentice Hall India
5. Financial analysis of company mergers in India, Kaveri V S Himalaya Publications



BMCM420: BEHAVIOURAL FINANCE

90 Hours	3 Credit
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Course Objective: Examines the behavioural strategies that investors rely upon to make decisions, the structure and speculative dynamics of returns in world equity markets (from a psychological perspective), and the practical implications of behavioural finance.

Course Outcome: On successful completion, student will be able to

- a. get a clear idea about the topic behavioural finance and its basic assumptions
- b. know how psychology affects the financial decision-making of investors, portfolio managers, and firms, and how this results in market anomalies.
- c. practice how to apply the theories learned in the class to the real world. The ultimate goal is to allow students to wisely and effectively make financial decisions.

Module 1	<p>Introduction to behavioural finance—concept - nature- Scope – significance - Objectives - history -assumption- building blocks – use of behavioural finance - traditional view of financial market - Conceptual difference between standard finance and behavioural finance.- Concept of psychology - psychology with reference to economics - psychology with reference to investors - psychology of the rational economic man- causes of behaviour differences</p>	10 Hours
Module 2	<p>Behaviour and decision making - Financial Decision Making - expected value- utility – The Expected Utility theory- criticism of expected utility theory- Discounting – Hyperbolic Discounting Factors - foundations of behaviour- behavioural models- Prospect theory application of prospect theory - loss aversion theory- regret aversion- mental accounting</p>	20 Hours
Module 3	<p>Anomalies of financial market-Investor Biases -Overconfidence Bias –Representativeness Bias -Anchoring and Adjustment Bias - Cognitive Dissonance Bias -Availability Bias - Illusion of Control Bias - Conservatism Bias -Ambiguity Aversion Bias -Endowment Bias - Self- Control Bias -Optimism Bias -Mental Accounting Bias - Hindsight Bias -Loss Aversion Bias -Regret Aversion Bias -Framing Bias - Status Quo Bias</p>	25 Hours
Module 4	<p>Bubbles -Meaning-characteristics of bubbles-how bubble occurs- when bubble burst-stages of a bubble -Tulip mania -classification of</p>	20 Hours



	bubble - behavioural explanation of bubble –investor behaviour during bubble- investor sentiments and bubble creation - famous bubbles in the market	
Module 5	Herding -Herd behaviour -Effects of herding -Herding in Investment Advice-Equity Premium Puzzle-Myopic Loss Aversion-Is Loss Aversion is Irrational	15 Hours

Reference

1. Behavioural Finance, Shuchita Singh and Shilpa Bahl, Vikas Publications House Pvt
2. Behavioural Finance, M M Sulphrey, PHI learning Pvt Ltd
3. Behavioural Finance, William Forbes, Wiley India Pvt Ltd
4. Behavioural Finance – Insights into Irrational Minds and market, James Montier, John Wiley & Sons, Inc.
5. Behavioural Finance and Wealth Management, Michael M. Pompian, John Wiley & Sons, Inc



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