

: INDIAN ACCOUNTING STANDARDS AND IFRS

LEARNING OBJECTIVE: The objective of this subject is orient the students about the background and provisions of **accounting standards** which govern and guide the accounting process and preparation of financial statements.

Unit 1: ACCOUNTING STANDARDS

06 Hrs.

Meaning of Accounting Standards - Need for Accounting Standards - Significance or advantages of Accounting Standards – Limitations of Accounting Standards. Orientation to International Accounting Standards, International Financial Reporting Standards and Convergence to IFRS. Accounting Standards in Indian Context – Introduction to Indian Accounting Standards (Ind AS). Accounting Bodies. Procedure for issuing Accounting Standards by the Accounting Standards Board.

Unit 2: PREPARATION OF FINANCIAL STATEMENTS AS PER IND AS

12 Hrs.

Framework for preparation of financial statements. Presentation of Financial Statements as per Ind AS 1: Statement of Profit and Loss, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Notes to Accounts. Problems on preparation of Statement of Profit & Loss and Balance Sheet.

Unit 3: PROVISIONS UNDER ACCOUNTING STANDARDS FOR ITEMS APPEARING IN FINANCIAL STATEMENTS

14 Hrs.

Revenue Recognition (Ind AS 18); Valuation of Inventory (Ind AS 2); Property, Plant and Equipment, including Depreciation (Ind AS 16); Borrowing Cost (Ind AS 23), Intangible Assets (Ind AS 38), Provisions (Ind AS 37), Earnings per Share (Ind AS 33)

Unit 4: PROVISIONS UNDER ACCOUNTING STANDARDS FOR ITEMS THAT DO NOT APPEAR IN FINANCIAL STATEMENTS

10 Hrs.

Segment Reporting (Ind AS 108), Related Party Disclosures (Ind AS 24), Events occurring after Balance Sheet Date (Ind AS 10), Interim Financial Reporting (Ind AS 34)

Unit 5: CONSOLIDATED FINANCIAL STATEMENTS

14 Hrs.

Meaning of Group, Holding and Subsidiary Company, Purpose and benefits of preparing Consolidated Financial Statements, Requirements of Companies Act, 2013 in respect of Consolidation of Financial Statements, Components of Consolidated Financial Statements, Calculation of Minority Interest, Calculation of Goodwill or Capital Reserve on Consolidation. Accounting treatment for inter-company debts, unrealised profit on stock, unrealised profit on fixed assets, and inter-company dividends.

BOOKS FOR REFERENCE:

1. Study material of the Institute of Chartered Accountants of India
2. Anil Kumar, Rajesh Kumar and Mariyappa, Indian Accounting Standards, HPH
3. Hanif & Mukherjee, Corporate Accounting, Mc Graw Hill Publishers.
4. Miriyala, Ravikanth, Indian Accounting Standards Made Easy, Commercial Law Publishers

AC 6.3: MANAGEMENT ACCOUNTING

LEARNING OBJECTIVE: The objective of this subject is to enable the students to understand the analysis and interpretation of financial statements with a view to prepare management reports for decision-making.

Unit 1: INTRODUCTION TO MANAGEMENT ACCOUNTING

12 Hrs.

Meaning and Definition – Objectives – Nature and Scope– Role of Management Accountant, Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting, advantages and limitations of Management Accounting. Management Reporting– Principles of Good Reporting System. Analysis of Financial Statements: Types of Analysis – Methods of Financial Analysis – Problems on Comparative Statement analysis – Common Size Statement analysis and Trend Analysis as per Companies Act, 2013 Schedule III formats.

Unit 2: RATIO ANALYSIS

12 Hrs.

Meaning and Definition of ratio, Meaning of Accounting ratio, and Ratio Analysis – Uses and Limitations – Classification of Ratios- Liquidity ratios, Profitability ratios and Solvency ratios. Problems.

Unit 3: CASH FLOW ANALYSIS

10 Hrs.

Meaning and Definition of Cash Flow Statement – Concept of Cash and Cash Equivalents - Uses of Cash Flow Statement – Limitations of Cash Flow Statement– Differences between Cash Flow Statement and Fund Flow Statement – Provisions of Ind. AS-7. Procedure for preparation of Cash Flow Statement – Cash Flow from Operating Activities – Cash Flow from Investing Activities and Cash Flow from Financing Activities – Preparation of Cash Flow Statement according to Ind. AS-7.

Unit 4: MARGINAL COSTING

10 Hrs.

Meaning and Definition of marginal cost, marginal costing, features of marginal costing- terms used in marginal costing – P/V ratio, BEP, Margin of Safety, Angle of Incidence. Break Even Analysis- assumptions and uses- problems. Break Even Chart.

Unit 5: BUDGETARY CONTROL AND STANDARD COSTING

12 Hrs.

Introduction – Meaning & Definition of Budget and Budgetary Control – Objectives of Budgetary Control – essential requirements of budgetary control – advantages and disadvantages of budgetary control – Types of budgets- Functional Budgets - Cash budget, sales budget, purchase budget and production budget. Fixed and Flexible budgets - Problems on Flexible budget and Cash budget only. Introduction to Standard Costing and Variance analysis, Uses, Material variances, Labour variances and Overhead variances- problems on material and labour variances.

BOOKS FOR REFERENCE

1. Dr. S.N. Maheshwari, Management Accounting, Vikas Publishers.
2. Sexana, Management Accounting,
3. Dr. S.N. Goyal and Manmohan, Management Accounting,
4. B.S. Raman, Management Accounting, United publishers
5. Sharma and Gupta, Management Accounting, Kalyani Publishers
6. M Muniraju & K Ramachandra, Management Accounting, HPH
7. PN Reddy & Appanaiah, Essentials of Management Accounting, HPH
8. Dr. B Mariyappa , Management Accounting, HPH
9. Sudhindra Bhat- Management Accounting

AC 6.4: ACCOUNTING FOR GOVERNMENT AND LOCAL BODIES

LEARNING OBJECTIVES: The objective of this subject is to inculcate writing and auditing of government accounting and books.

Unit 1: INTRODUCTION

10 Hrs.

Constitutional Background –Origin and development-historical perspective- Evaluation of Government Accounts-Need for accounting system in government- accounting principles- accounts as tools for fiscal transparency highlighting the linkage, Principles of classification - Consolidated fund, Contingent fund and Public Account, Concept of Suspense Accounts-Government Accounting Rules 1990-Financial Rules of Government of India 2005-Central Government Receipts and Payment Rules 1983

Unit 2: BUDGET AND FINANCE

14 Hrs.

Appropriation Act- Appropriation Bill-Approval of Budget- vote on account-power of sanction of spent-Revised estimate-Savings of grant-supplementary, Excess grant and Re-appropriation-para 258 to 295 – Ways and Means and budget control-para 375 to 382 - Audit Report-Public accounts of the state para 346 to 366-legislature Committees-para 335 to 346, Establishment-article 105 to 139-stores-works-advance-charitable Endowments- deposits- powers of sanction - maintenance of cash and other accounts in Government offices-Article 327 to 348- Responsibilities for losses of public money or property-article 349 to 395- Contingent Expenditure

Unit 3: ACCOUNTING FOR RURAL LOCAL GOVERNMENTS

10 Hrs.

Panchaya Raj Institutions-origin of Panchayat Raj Institutions - Constitutional background- three tier Panchayat Raj System, Financial functions of Zilla Panchayat, Taluk Panchayat, Gram Panchayat. Salary, travelling allowances and other allowances to Adyaksha, Upadyaksha and members of Zilla Panchayat, Taluk Panchayat, Gram Panchayat. Application of Gram Panchayat Fund - Honorarium of Adyaksha and Upadyaksha of Gram Panchayat. Grants – fees, taxes, assets and liabilities of Panchayat Raj Institutions. Zilla Panchayat Budget and Account, Taluk Panchayat – Finance and account, Gram Panchayat - Budget and account Rules, Priasoft accounting software in Panchayat Raj institutions and Panchatantra software.

Unit :4 ACCOUNTING FOR URBAN LOCAL GOVERNMENTS

12 Hrs.

Origin of Municipalities- Different tiers of urban local bodies- Urbanization in Karnataka - DMA Organization Chart - Structure of ULB, functions of municipal councils, municipal corporations, city municipal councils, town municipal councils, town panchayats, notified area committees, standing Committees, Rent, rates & taxes, fees, salary grants and other allowance to members of different schemes of ULB's, Expenditure rules-taxation rules 1965-Contract rules 1986-Borrowing rules 1966-Assets and liabilities of ULB's. Regulation of duty on transfers of Immovable property, Preparation of plans, Estimates, Budgets, Receipts vouchers & Payment vouchers, Maintenance accounts of different Schemes of Urban local bodies. FBAS Accounting system in municipalities.

Unit 5: AUDIT OF GOVERNMENT AND LOCAL BODIES

10 Hrs.

Audit-origin and development of Government Auditing –Constitutional Provisions- CAG of India and AGs (DPC) Act, 1971-Functions and spirit of Audit-Primary and Secondary Objectives of Audit-types, Methods of Audit-Scope of audit –Benefits of audit- Role of auditor- Concept of professional ethics. Auditing of Panchayat Raj Institutions. Audit report, Procedures to rectify audit objection and recovery paras, ad-hoc committees in Panchayat Raj Institutions, Duties and responsibilities of ad-hoc committee, Auditing of ULB's, Government Auditor-Inspection of Books and Vouchers, different types of audit, measures to clear audit objection and recovery paras, ad-hoc committee.

REFERENCES:

1. K R Paul, Financial Accounting, Central Book Agency, Kolkata
2. Indian audit and accounts department, accounts and audit rules
3. Karnataka Panchayat raj act 1993
4. Karnataka panchayat raj (budget and accounts rules) 2006
5. Karnataka Municipal Corporation rules-1977
6. Karnataka state audit and accounts department, Audit manual
7. Karnataka municipalities budget and accounts rules
8. Government of Karnataka local bodies Accounts and Audit circulars
9. Priasoft, panchatantra, FBAS accounting software

FN 6.3 INTERNATIONAL FINANCE

LEARNING OBJECTIVES: To orient the students on global business environment and international markets, to make students understand the various risks an enterprise is exposed to on account of international transactions and to provide knowledge and skills for hedging foreign currency risks.

Unit 1: GLOBAL FINANCIAL ENVIRONMENT

05 Hrs.

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, the current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime.

Unit 2: INTERNATIONAL FINANCIAL DECISIONS

15 Hrs.

International Capital Budgeting – Influence of Inflation on Capital Budgeting Decisions; Evaluation of Foreign Projects: Home Currency Approach and Foreign Currency Approach, International Financing Decisions – Source of Finance – ADRs, GDRs, ECBs, FCCBs, Masala Bonds; International Working Capital Management – Netting, Leads and Lags.

Unit 3: EXCHANGE RATE DETERMINATION

06 Hrs.

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory.

Unit 4: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES

16 Hrs.

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps.

Unit 5: INTEREST RATE RISK AND RISK HEDGING STRATEGIES

14 Hrs.

Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption.

BOOK FOR REFERENCE:

1. V. Rajesh Kumar, "Strategic Financial Management", Mc Graw Hill Publishers.
2. Madura, Jeff, "International Corporate Finance", Thomson South-Western.
3. Sharan, Vyuptakesh, "International Financial Management", Prentice Hall of India.
4. Jain, Peyrard, and Yadav' "International Financial Management", MacMillan
5. J. Fred Weston, Bart: Guide to International Financial Management.
6. Robery O. Edmister: Financial Institutions - markets and Management.
7. A.V. Rajwade: Foreign Exchange International Finance and Risk Management, Prentice Hall.

FN 6.4 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

LEARNING OBJECTIVES: To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives and to orient the students on the procedures and formalities involved in investing.

Unit 1: BASICS OF INVESTMENTS

05 Hrs.

Investments – Meaning. Differences between Investment, Trading and Speculation. Process of making and Managing Investments. Investment Goals and Constraints.

Unit 2: INVESTMENT ALTERNATIVES

05 Hrs.

Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, Mutual Funds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.

Unit 3: STOCK SELECTION AND PORTFOLIO CONSTRUCTION

20 Hrs.

Stock Selection: Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and Stock Valuation. Technical Analysis. Efficient Market Hypothesis. Portfolio Construction Theories – Markowitz Theory, Sharpe’s Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit 4: BONDS

14 Hrs.

Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond Portfolio Construction – Immunization Strategy.

Unit 5: MUTUAL FUNDS

12 Hrs.

Mutual Funds – Net Asset Value. Mutual Fund Returns – Dividend payment plan, Dividend Reinvestment Plan, Bonus Plan and Growth Plan. Mutual Fund Evaluation – Sharpe’s Measure, Treynor’s Measure, Jensen’s Measure

BOOKS FOR REFERENCE:

1. V. Rajesh Kumar, “Strategic Financial Management”, Mc Graw Hill Publishers.
2. Chandra, Prasanna (2008), “Investment Analysis and Portfolio Management”, Tata McGraw Hill Publishing Limited, 3rd Edition.
3. Avadhani V.A (2006), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Eighth Revised Edition.
4. Ranganatham and Madhumathi (2005); “Investment Analysis and Portfolio Management”, Pearson Education, First Edition.
5. Pandian, Punithavathy (2007); “Security Analysis and Portfolio Management”, Vikas Publishing House Private Limited, Fifth Reprint Edition.
6. Kevin (2008); “Security Analysis AND Portfolio Management”, Prentice Hall of India Private Limited, First Reprint Edition.
7. Maheshwari, Yogesh (2008); “Investment Management”, PHI Learning Private Limited, First Edition.
8. Fischer, E Donald and Jordan, J Ronald (2005); “Security Analysis and Portfolio Management”, Prentice Hall of India Private Ltd., 6th Edition.
9. Reily and Brown (2007); “Investment Analysis and Portfolio Management”, Thomson South Western, 8th Edition, First Indian Reprint.
10. Hirt and Block (2009), “Fundamentals of Investment Management”, Tata-McGraw Hill Publishing Company Limited, Eighth Edition.

MK 6.3 CUSTOMER RELATIONSHIP MARKETING

LEARNING OBJECTIVES: To understand the concepts and principles of CRM, to appreciate the role and changing face of CRM as an IT enabled function, and to enable managing Customer Relationship

Unit 1: CRM CONCEPTS

10 Hrs.

Acquiring Customers, Customer Loyalty and Optimizing Customer Relationships; CRM Definition; Success Factors -- The three levels of Service/ Sales Profiling; Service Level Agreements (SLAs), Creating and Managing effective SLAs.

Unit 2: CRM IN MARKETING

12 Hrs.

One-to-one Relationship Marketing; Cross Selling & Up Selling; Customer Retention; Behavior Prediction - Customer Profitability & Value Modeling; Channel Optimization; Event-based marketing; CRM and Customer Service - The Call Centre, Call Scripting, Customer Satisfaction Measurement.

Unit 3: SALES FORCE AUTOMATION

12 Hrs.

Sales Process, Activity; Contact- Lead and Knowledge Management; Field Force Automation; CRM links in E-Business; E-Commerce and Customer Relationships on the Internet; Enterprise Resource Planning (ERP); Supply Chain Management (SCM); Supplier Relationship Management (SRM); Partner Relationship Management (PRM)

Unit 4: ANALYTICAL CRM

12 Hrs.

Managing and Sharing Customer Data; Customer Information Databases - Ethics and Legalities of Data use; Data Warehousing and Data Mining concepts; Data Analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering

Unit 5: CRM IMPLEMENTATION

10 Hrs.

Defining Success Factors; Preparing a Business Plan Requirements, Justification and Processes; Choosing CRM Tools - Defining Functionalities - Homegrown versus Out-Sourced Approaches; Managing Customer Relationships - Conflict, Complacency; Resetting the CRM Strategy; Selling CRM Internally; CRM Development Team, Scoping and Prioritizing, Development and Delivery, Measurement

BOOKS FOR REFERENCE:

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited
2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited
3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited
4. Jagdish Seth, et al, Customer Relationship Management
5. V. Kumar & Werner J., Customer Relationship Management, Willey India

MK 6.4 LOGISTIC & SUPPLY CHAIN MANAGEMENT

LEARNING OBJECTIVE: To introduce the students to the Fundamentals of Logistics and Supply Chain Management Strategies and the Market Environment for Logistics and Supply Chain Management

Unit 1: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT: 10 Hrs.

Concept of Supply Chain Management, Importance and Scope of Supply Chain Management, Decision Phases in Supply Chain, Process view of Supply Chain, A Model of Supply Chain; Function of SCM, Integrated Supply Chain/Value chain, Supply Chain Management as a Management Philosophy, Focus areas of SCM, Enablers in Supply Chain, Supply Chain trends and challenges in India, Autonomous Supply Chain.

Unit 2: INTRODUCTIONS TO LOGISTICS: 08 Hrs.

Meaning of Logistics and Logistics Management, Logistics Management to Supply Chain Management, Decision areas in Logistics; Key Players in Logistics; Role of Logistics in (a) Supply Chain, (b) the Economy, (c) the Organization; Role of Government in Logistics; Classification of Logistics Applications.

Unit 3: CUSTOMER FOCUS IN SUPPLY CHAIN MANAGEMENT: 10 Hrs.

Customer service dimensions from a supply chain perspective (Order delivery lead time, Responsiveness, Delivery Reliability and Product Variety), Buyers Perspective, Suppliers Perspective, Stages of Development in Supplier Relations

Unit 4: SUPPLY CHAIN STRATEGIES: 09 Hrs.

(i) Cycle View (ii) Push & Pull View of the Supply Chain, Supply Chain Responsiveness. Strategic Fit between Business Strategy and Supply Chain Strategy, Achievement of Strategic Fit through different steps, Obstacles to achieving Strategic Fit.

Unit 5: DEMAND MANAGEMENT IN SUPPLY CHAIN: 09 Hrs.

Types of Demand, Role of Demand Forecasting in Supply Chain, Factors of Demand Forecast, Forecasting Methods, Basic approach to Demand Forecasting, Collaborative Planning, Forecasting and Replenishment (CPFR), Role of Aggregate Planning in a Supply Chain, CODP (Customer order decoupling point) and Marketing Environment for SCM.

BOOKS FOR REFERENCE:

1. Sunil Chopra & Peter Meindl, Supply Chain Management- Strategy, Planning and Operation, PHI
2. Dr. R.P. Mohanty & Dr. S.G. Deshmukh, Essentials of Supply Chain Management, Jaico Publishing House
3. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing & Managing the Supply Chain, McGraw Hill
4. Janat Shah, Supply Chain Management Text and Cases, Pearson Education
5. Rahul V Altekar, Supply Chain Management – Concepts and Cases, PHI
6. Martin Christopher, Logistics and Supply Chain Management, Pitman Publishing, 2nd Edition

H.R 6.3 ORGNISATIONAL CHANGE AND DEVELOPMENT

LEARNING OBJECTIVE: The objective of this subject is to enable the students to understand need for Organizational Change and Development and the OD interventions for creating successful organizations.

Unit 1: ORGANIZATIONAL DEVELOPMENT

12 Hrs.

Meaning and nature of Organizational Development (OD), competencies of an OD Practitioner, ethical guidelines for OD practitioners. Process of Organizational Development: Overview of entering and contracting Diagnosing: meaning of diagnosing, comprehensive model for diagnosing organizational systems (organizational level, group level and individual level). Collecting and analyzing diagnostic information: methods of collecting diagnostic data (Questionnaire, Interviews, Observations, Unobtrusive measures). Feeding back diagnostic information: Determining the content of feedback, possible effects of feedback, characteristics of feedback process, survey feedback.

Unit 2: CHANGE MANAGEMENT

10 Hrs.

Introduction to Change Management: OD and Change, importance and nature of planned change; Theories of planned change- Action research model, Kurt Lewin's change model. Introducing change effectively: Basic steps, factors influencing change- resistance to change, overcoming resistance to change; empowering people to manage change, activities contributing to effective change management. Strategies for effecting change: Empirical-rational strategies, Normative - Re-educative strategies of changing, Power - Coercive strategies (meanings only).

Unit 3: OD INTERVENTIONS

14 Hrs.

Designing effective OD interventions: How to design effective interventions, Overview of OD interventions - Human Process interventions, Techno Structural interventions, HRM interventions and Strategic change interventions, Conditions for optimal success of OD

(a) Human Process Interventions

T-Groups, process consultation, Third-party intervention; Team building; Organisation confrontation meeting, Inter-group relation intervention: microcosm group; Large group intervention: open -systems method, and open-space method

(b)Techno structural interventions

Restructuring organization: Structural design: functional structures, divisional structure- product structure, geographic and market structure, metrics structure, network structure, boundary less organization.

Downsizing: Meaning and tactics- Workforce reduction, organisational redesign, system redesign.

Re-engineering; meaning and application stages.

Employee involvement- parallel structures, TQM and high involvement organizations;

Work Design approaches: Engineering approach, Motivational approach, Sociotechnical Systems Approach

(c) Human resource Management Interventions

Overview of Performance management interventions: Performance Management Model, Goal setting, Performance Appraisal process, Reward systems.

Developing and assisting members- career planning, workforce diversity dimensions and interventions, employee stress and wellness interventions

Unit 4: STRATEGIC CHANGE INTERVENTIONS, EVALUATION & INSTITUTIONALISATION

12 Hrs.

Strategic Change Interventions

Transformational Change: characteristics and differentiation with transactional change, culture change.

Continuous change: dynamic strategy making, self- designing organizations, learning organizations

Trans-organizational change, mergers and acquisitions, strategic alliance interventions, network interventions

Evaluating and institutionalizing organisation development: Behavioural outcomes for measuring OD interventions, Institutionalisation framework (Organisation characteristics, intervention characteristics, Institutionalisation process, indicators of institutionalisation.)

Unit 5: OD IN GLOBAL SETTINGS

08 Hrs.

Dimension/value, definition and customs for- Cultural Context, Power distance, Uncertainty avoidance, Achievement orientation, individualism

World-wide OD: Strategies and OD interventions (listing of OD); **Global social Change.**

Future of OD: The changing environment, Implications for OD's future, OD trends in the context of OD (economy, workforce, technology, organization), Implications for OD's future

BOOKS FOR REFERENCE:

1. Cummings and Worley (2007), Organization Development and Change ,Thomson- South western
2. Dunnette, M.D. (Ed.) (1976). Handbook of Industrial and Organizational Psychology. Chicago: Rand McNully.
3. French, W.L.; & Bell, C.H. Jr. (1980). Organizational Development. London, Prentice Hall.
4. Herbert, T.T. (1981). Dimensions of Organizational Behavior. London: MacMillan.
5. Khandwalla, P.N. (1988). Organizational effectiveness. In J. Pandey (Ed.) Psychology in India: The State-of-the Art (Vol.3, pp. 97-215). New Delhi: Sage.
6. Luthans, F. (1989). Organizational Behaviour. London: McGraw Hill.
7. Margulies, N.; & Raia, A.P. (1975). Organizational Development: Values, process and technology. New Delhi: Tata McGraw Hill,
8. McGill, M.E. (1977). Organizational Development for Operating Managers. AMACO (a division of American Management Association).
9. Pareek, U. & Rao, T.V. (1986). Designing and Managing Human Resources Systems. New Delhi: Oxford.
10. Rudrabasavaraj, M.N. (1977). Executive Development in India. New Delhi: Himalaya Publishing House.
11. Sharma, R.A. (1982). Organizational Theory and Behaviours. New Delhi: Tata McGraw Hill.

HR 6.4 COMPENSATION MANAGEMENT

LEARNING OBJECTIVE: The objective is to enable the students to understand the various aspects of Compensation Management

Unit 1: COMPENSATION MANAGEMENT

10 Hrs.

Compensation – Meaning & Definitions - objectives –nature, Types of compensation Conceptual frame work of compensation management, Compensation philosophies, Compensation approaches Basis for compensation fixation. Compensation practices in different industries. Compensation practices of multinational and global organizations.

Unit 2: WAGE AND SALARY ADMINISTRATION

16 Hrs.

Wage determination process and wage administration rules. Factors influencing wage and salary structure. Principles of wage and salary administration. Difference between salary and wages. Theories of wages – subsistence theory, wage fund theory, marginal productivity theory, bargaining theory. Criteria of wage fixation. Methods of wage determination in India

Unit 3: REWARDS AND INCENTIVES

14 Hrs.

Statutory Provisions governing Different Components of Reward systems. Classification of Rewards; Monetary & Non- Monetary Incentives. Incentive Payments and its Objectives. Individual incentive plans Vs Group incentive plans. Administering incentive plans. Guidelines for Effectives Incentive Plans;

Unit 4: MANAGING EMPLOYEE BENEFITS

10 Hrs.

Nature and types of benefits. Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits. Fringe benefits - Features of Fringe Benefits; Fringe Benefits in India. Designing a Employee benefits package. Performance based pay systems. Employee benefits required by law. Discretionary major employee benefits

Unit 5: REGULATORY BODIES FOR COMPENSATION MANAGEMENT

06 Hrs.

Wage Boards – structure, scope and functions, Pay Commissions, Wage administration in India Wage policies in India.

BOOKS FOR REFERENCE:

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, TMH
3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
4. Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
5. Compensation Management, Er Soni Shyam Singh, Excel Books.
6. Richard Thrope & Gill Homen : Strategic Reward Systems - Prentice-Hall.
7. Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten: People, Performance & Pay – Free Press.
8. Michael Armstrong & Helen Murlis: Hand Book of Reward Management – Crust Publishing House.
9. Joseph. J. Martocchio: Strategic Compensation – A Human Resource Management Approach Prentice-Hall.
10. Edward. E. Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey -Bass.

BK 6.3 E-BANKING

LEARNING OBJECTIVES: Understanding of Core Banking, Understanding of Banking Channels and Payments, Practices on Banking Technology

Unit 1: INTRODUCTION TO E-BANKING

16 Hrs.

Meaning, definition, features, advantages, and limitations- core banking, the evolution of e-banking in India, Legal framework for e-banking. Electronic Payment System Types of Electronic Payment Systems, Digital Token-based EPS, Smart Card EPS, Credit Card EPS, Risk in EPS, Designing a EPSE-banking Business Models Various models- home banking, office banking, online banking, internet banking, mobile banking, SMS banking, - models of electronic payments, other business models

Unit 2: DATA MANAGEMENT

10 Hrs.

Induction of Techno Management Development Life Cycle, Project Management, Building Data Centres, Role of DBMS in Banking, Data Warehousing and Data Mining, RDBMS Tools.

Unit 3: BANKING TECHNOLOGY

08 Hrs.

Technology in Banking Industry, Teleconferencing, Internet Banking, Digital Signature in Banking, MICR Facility for 'paper-based' clearing, Cheque Truncation

Unit 4: BANKING INNOVATIONS

12 Hrs.

Technological Changes in Indian Banking Industry, Trends in Banking and Information Technology, Technology in Banking, Lead Role of Reserve Bank of India, New Horizons for Banking based IT, Automated Clearing House Operations, Electronic Wholesale Banking Credit Transfer, Credit Information Bureau (I) Ltd., Credit Information Company Regulation Bill- 2004, Automation in Indian Banks, Cheque clearing using MICR technology, Innovations, Products and Services, Core-Banking Solutions(CBS), human resource development.

Unit 5: RECENT TRENDS

10 Hrs.

Dealing with Fraudulent transactions under CTS, Efficient customer service, smart quill computer pen, Institute for Development & Research in Banking & Technology (IDRBT).

BOOKS FOR REFERENCE:

1. IIBF "Technology in Banking Management" "3rd Edition. Macmillan Education
2. Balachandran S., Digital banking,
3. Narendra Kumar and Narendra Kumar, "What Do computers Do in banks", Banking Finance, p-5, May, 2005

BK 6.4 TREASURY AND FOREX MANAGEMENT

LEARNING OBJECTIVE: Understanding of treasury management system, Treasury operations and having brief knowledge about Risk analysis in banking sector.

Unit 1: INTRODUCTION TO TREASURY MANAGEMENT.

12 Hrs.

Concept & Evolution of Treasury [Including other important terminology in treasury:- Arbitrage; Bank Rate; Options; Capital Adequacy; Capital Fund; CRR; CDSL; Clearing House; DP; Hedging; LAF; OMOs; RTGS; Refinance; SLR; SWIFT; T-Bills; Tier-I & II Capital] , Objectives & Role of Treasury , Structure of Treasury & Functions of Treasurer, Scope & Functions of Treasury Management , Internal Treasury Control System, Role of Information Technology in Treasury Management [Negotiated Dealing System(NDS); Straight-Through-Processing(STP)]

Unit 2: TREASURY OPERATIONS.

12 Hrs.

Liquidity Management [Objectives-CRR-SLR-RTGS-CCIL] , Treasury Management in Commercial Banks [NPA & Capital Adequacy Norms (CRAR); Investment Policy Statement; Back office support & Accounting] ,FOREX Market Operations [International Financial System & FOREX Market; Instrument traded; Exchange Rate mechanism; Indian FOREX market; RBI & Exchange Market] , Risk Management in Market Operations [Gilt-edged Markets; Exchange Rate & Currency Risk; Interest Risk Management] , Impact of Treasury Operations [Structural & Statutory changes; Need for Regulation; Development in Markets] , Practical Problems on FOREX Valuation [FEDAI Guidelines & Valuation]

Unit 3: RISK ANALYSIS & CONTROL, INTEREST RATE RISK:

10 Hrs.

Investment /Trading Book, Value at Risk [VaR] , FOREX (Market) Risk , Risk Management in banks [RBI Guidelines] , Treasury & Asset-Liability Management(ALM) [Meaning & Objectives of ALM; Market Risk-Liquidity & Interest Risk; Role of Treasury in ALM; Use of Derivatives in ALM; Policy Environment]

Unit 4: REGULATORY, SUPERVISING & COMPLIANCE FRAMEWORK;

12 Hrs.

Ethics, Morals & Code of Conduct- The Dealing Room [General Principles from FIMMDA] ,RBI guidelines & Policy [Organizational set up; Industrial Sickness; NPAs in Scheduled Commercial banks] , Tax Environment in treasury [Corporate Taxation; Need for Tax Planning; Tax changes during 2004 to 2007 & at Present; Tax on Investments; Tax Compliance] , MIS for Treasury Operations [Current Monetary & Credit Policies; Fiscal & Budgetary Policies; Foreign Trade & Exchange Policies; Financial Market Trends; International Developments], Global framework in Treasury Operations.

Unit 5: FOREX IN INDIA;

10 Hrs.

Concept and Significance of Foreign Exchange in India, Functions of Foreign Exchange Department, Foreign Exchange Markets, Role of RBI, Exchange Control – Objectives and Methods of Exchange Control, Exchange Control in India, -FEMA

BOOKS FOR REFERENCE:

1. Prasanna Chandra, “Investment & Portfolio Management”, Tata McGraw Hill, 2012.
2. S Kevin, “Security Analysis & portfolio Management”, PHI Learning, 2015.
3. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing, 2012.
4. Fischer & Jordan, “Security Analysis and Portfolio Management”, PHI, 6th Edition

IS 6.3 CYBER LAW

LEARNING OBJECTIVE: To make student understand the importance of Cyber law, cyber space security and legal aspects of Cyber security.

Unit 1: INTRODUCTION

10 Hrs.

Cyber space: Definition, History of Cyber space, difference between Cyber space and physical space, Features of Cyber space, Advantages and Disadvantages of Cyber space

Cyber security: Definition, Need of cyber Security, Attributes of cyber Security, Authentication, Confidentiality, Integrity, Availability, Non-Repudiation.

Cyber Law: Definition, Introduction to Indian Cyber Law

Unit 2: INTRODUCTION TO CYBER CRIMES

15 Hrs.

Cyber Crime: Definition of Cyber Crime & Computer related Crimes, Crimes targeting Computers, History, Development and Reasons for Growth of Cyber Crimes, Differentiation between traditional crime and cybercrimes. Types of Cyber Crime: (a) Data Theft (b) Hacking (c) Spreading Virus & Worms (d) Phishing (e) Cyber Stalking / Bullying (f) Identity Theft & Impersonation (g) Credit card & Online Banking Frauds (h) Obscenity, Pornography & Child Pornography (i) Cyber Defamation, Defacement, (j) Illegal online selling & Gambling (k) Denial of Service Attacks (l) Cyber terrorism (m) Software Piracy & illegal downloading

Unit 3 SECURITY FOR CYBER SPACE:

08 Hrs.

Protecting Client Computers Communication channels and Webservers, Encryption, Decryption, Digital Signature, SSL Protocol, Firewalls, Cryptography methods, Virtual Private Networks.

Unit 4: LEGAL ASPECTS OF CYBER SPACE

15 Hrs.

Evolution of the IT Act, Necessity, Salient features of the IT Act, 2000, Impact on other related Acts (Amendments): (a) Amendments to Indian Penal Code. (b) Amendments to Indian Evidence Act. (c) Amendments to Bankers Book Evidence Act. (d) Amendments to Reserve Bank of India Act.

Cyber Space Jurisdiction (a) Jurisdiction issues under IT Act, 2000. (b) Traditional principals of Jurisdiction (c) Extra-terrestrial Jurisdiction (d) Case Laws on Cyber Space Jurisdiction

E – commerce and Laws in India (a) Digital / Electronic Signature in Indian Laws (b) E – Commerce; Issues and provisions in Indian Law (c) E – Governance; concept and practicality in India (d) E – **Taxation issues in Cyberspace** (e) E – Contracts and its validity in India (f) Cyber Tribunal & Appellate Tribunal (g) Cyber Regulations

Unit 5: INTELLECTUAL PROPERTY RIGHTS

08 Hrs.

Intellectual Property Rights, Domain Names and Trademark Disputes (a) Concept of Trademarks / in Internet Era (b) Cyber Squatting (c) Reverse Hijacking (d) Jurisdiction in Trademark Disputes (e) Copyright in the Digital Medium (f) Copyright in Computer Programmes (h) Concept of Patent Right

REFERENCE BOOKS:

1. Karnika Seth, Computers, Internet and New Technology Laws, Lexis Nexis Butterworths Wadhwa Nagpur, (2013).
2. Apar Gupta, Commentary on Information Technology Act, 2000, Lexis Nexis, (2015).
3. Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, Delhi (2004)
4. Jonthan Rosenoer, Cyber Law, Springer, New York, (1997).
5. Sudhir Naib, The Information Technology Act, 2005: A Handbook, OUP, New York, (2011) □
6. S. R. Bhansali, Information Technology Act, 2000, University Book House Pvt. Ltd. Jaipur (2003).
7. Vasu Deva, Cyber Crimes and Law Enforcement, Commonwealth Publishers, New Delhi, (2003).

IS 6.4 DBMS & SQL

(Database Management Systems and Sequential Query Language)

LEARNING OBJECTIVES: To familiarize students understand Database, Data modelling and Data language

Unit 1: INTRODUCTION TO DBMS

16 Hrs.

Database and Database Users, Characteristics of the Database Approach, Different people behind DBMS, Implications of Database Approach, Advantages of using DBMS, when not to use a DBMS. Database System Concepts and architecture: Data Models, Schemas, and Instances. DBMS Architecture and Data Independence., Database languages and interfaces. The database system Environment, Classification of DBMS.

Unit 2: DATA MODELLING USING THE ENTITY-RELATIONSHIP MODEL

10 Hrs.

High level conceptual Data Models for Database Design with and example., Entity types, Entity sets, attributes, and Keys, ER Model Concepts, Notation for ER Diagrams, Proper naming of Schema Constructs, Relationship types of degree higher than two.

Unit 3: FUNCTIONAL DEPENDENCIES AND NORMALIZATION FOR RELATIONAL DATABASE

10 Hrs.

Informal Design Guidelines for Relational schemas, Functional Dependencies, Normal Forms Based on Primary Keys., General Definitions of Second and Third Normal Forms Based on Primary Keys., General Definitions of Second and Third Normal Forms, Boyce-Codd Normal Form.

Unit 4: RELATIONAL DATABASE LANGUAGE

10 Hrs.

Introduction to SQL, Features of SQL, SQL Languages, DDL commands- Create, Add, Drop, Constraints in SQL, DML Commands – Insert, Delete, Update.

Unit 5: DATA QUERY LANGUAGE

10 Hrs.

Where clause, Order by, Group by, DCL commands – Grant, Revoke, TCL Commands – Commit, Roll Back, Savepoint, Aggregate Functions, Relational Algebra.

LAB ACTIVITY:

1. The STUDENT detail databases have a table with the following attributes. The primary keys are underlined. STUDENT (regno: int, name: string, dob: date, marks: int)
 - Create the above table.
 - Remove the existing attributes from the table.
 - Change the date type of regno from integer to string.
 - Add a new attribute phoneno to the existing table.
 - Enter five tuples into the table.
 - Display all the tuples in student table.

2. A LIBRARY database has a table with the following attributes.

LIBRARY (bookid:int, title:string, author:string, publication:string, yearpub:int, price:real)

- Create the above table.
- Enter the five tuples into the table
- Display all the tuples in student table.
- Display the different publishers from the list.
- Arrange the tuples in the alphabetical order of the book titles.
- List the details of all the books whose price ranges between Rs. 100 and Rs. 300

3. The SALARY database of an organization has a table with the following attributes. EMPSALARY (empcod:int, empnamee:string, dob:date, department:string, salary:real)

- Create the above table.
- Enter the five tuples into the table
- Display all the number of employees working in each department.
- Find the sum of the salaries of all employees.
- Find the sum and average of the salaries of employees of a particular department.

BOOKS FOR REFERENCE:

1. Remez Elmasri and Shamkant B. Navathe, “Fundamentals of Database Systems”, 5th Edition, Pearson Education, 2007.
2. Abrahamsi. Silberschatz, Henry. F. Korth, S. Sudarshan, “Database System Concepts” 6th Edition, McGraw Hill, 2012.
3. C.J.Date, “Introduction to database systems”, Eight Edition, Addison Wesley, 2003.

IF 6.3 INTERNATIONAL AUDITING & ASSURANCE

LEARNING OBJECTIVE: This subject aims at imparting knowledge of International Auditing and Assurance.

Unit 1: AUDIT FRAMEWORK AND REGULATION

12 Hrs.

External audit engagements – Objective and Meaning, types of assurance engagement, Concepts of Accountability, Stewardship and Agency, Elements of an Assurance Engagement, Regulatory environment – external audit, Mechanism to control auditors, Statutory Regulations: Appointment, Rights, Removal and Resignation of Auditors, Limitations of external audit, Corporate Governance – Objective and meaning, Directors responsibilities, Role and structure of Audit Committee, Fundamental principles of Professional Ethics, Audit threats and Safeguards, Role of External and Internal audit, Factors to assess – Internal audit, Limitations of internal audit, Outsourcing – Advantage and Disadvantage of outsourcing internal audit function, Format and Content of Audit Review Reports

Unit 2: PLANNING AND RISK ASSESSMENT

10 Hrs.

Preconditions for Audit, Obtaining audit engagement, Engagement Letters - Contents, Quality Control Procedures, Overall objectives of the auditor and the need to conduct an audit, Components of audit risk, Concepts – Materiality and Performance Materiality, Materiality levels, Procedures to obtain initial understanding, Analytical procedures in planning, Compute and interpret key ratios used in analytical procedures, Effect of fraud and misstatements on the Audit Strategy, Responsibilities of internal and external auditors for the prevention and detection of fraud and error, Audit Planning – need and importance, Contents of the overall Audit Strategy and Audit Plan, Difference between an interim and final audit, Audit Documentation – Need, importance and contents, safe custody and retention of Working Papers

Unit 3: INTERNAL CONTROL

12 Hrs.

Five components of Internal Control, How auditors record internal control systems, Evaluate internal control components including limitations and deficiencies, computer systems controls, Describe control objectives, control procedures, activities, and tests of control in relation to:

i) The sales system; ii) The purchases system iii) The payroll system iv) The inventory system v) The cash system vi) Non-current assets

Requirements and methods of how reporting significant deficiencies in internal control are provided to management

Unit 4: AUDIT EVIDENCE

12 Hrs.

Assertions contained in the financial statements, audit procedures to obtain audit evidence, quality & quantity of audit evidence, problems associated with the audit and review of accounting estimates, control environment of smaller entities, Audit sampling – meaning and need, differences between statistical and non-statistical sampling – Examples and usage, Audit of specific items – Receivables, inventories, payables and accruals, bank and cash, tangible assets, intangible assets, non-current liabilities, provisions, and contingencies, Share capital, reserves and directors' emoluments, Computer-assisted audit techniques – Meaning and examples, Work of others – extent of reliance, extent to which reference to the work of others can be made in the independent auditor's report, Audit techniques to not-for profit organisation.

Unit 5: REVIEW AND REPORTING

10 Hrs.

Subsequent events – Purpose, Indicators and Responsibilities and procedures to be undertaken, Going Concern – Definition and importance, Responsibilities of auditors and management regarding going concern, Written representations – Purpose, Procedure and Reliability, Circumstances when written representation can be obtained, Audit finalisation and review – Procedures and sufficiency of evidence, Dealing with Uncorrected Statements.

BOOKS FOR REFERENCE:

- 1 Audit & Assurance INT (ACCA) ISDC Becker Publishing
- 2 Audit & Assurance INT (ACCA) BPP Publishing
- 3 Audit & Assurance INT (ACCA) Kaplan Publishing
- 4 Auditing and Assurance for CA IPCC by Sanjib Kumar Basu
- 5 BN Tandon, Practical Auditing, Sultan Chand
- 6 Dr.Nanje Gowda, Principles of Auditing, VBH
- 7 Dr. Alice Mani: Principles & Practices of Auditing, SBH.
- 8 K. Venkataramana, Principles And Practice Of Auditing, SHBP.
- 9 MS Ramaswamy, Principles and Practice of Auditing.
- 10 DinakarPagare, Practice of Auditing, Sultan Chand
- 11 Kamal Gupta, Practical Auditing, TMH

IF 6.4 STRATEGIC BUSINESS REPORTING

Objective: The students will be able to understand and analyse the IFRS based financial statements and its reporting practices.

Unit 1: CONCEPTUAL FRAMEWORK OF FINANCIAL REPORTING 10 Hrs.

First time adoption of new accounting standards (IFRS), Revision of the Conceptual Framework, The IASB's Principles of Disclosure Initiative, Materiality in the context of financial reporting, Elements of Financial Statements

Unit 2: THE FINANCIAL REPORTING FRAMEWORK 10 Hrs.

The strengths and weaknesses of the accounting framework, qualitative characteristics of useful financial information, recognition, de-recognition and measurement of Elements of Financial Statements.

Unit 3: REPORTING THE FINANCIAL PERFORMANCE 16 Hrs.

Revenue (IFRS 15), Property, Plant and Equipment (IAS 16), Leases (IFRS 16), Employee benefits (IAS 19), Income taxes (IAS 12), Provisions, contingencies Liabilities and Assets (IAS 37), Share-based payment (IFRS 2), Fair Value Measurement (IFRS 13), Reporting requirements of small and medium-sized entities (SMEs). (Simple Problems)

Unit 4: FINANCIAL STATEMENTS OF GROUPS OF ENTITIES 06 Hrs.

Group accounting including statements of cash flows (IAS 7), joint arrangements (IFRS 11), Changes in group structures (IFRS 10). (Problems)

Unit 5: INTERPRET FINANCIAL STATEMENTS FOR DIFFERENT STAKEHOLDERS 14 Hrs.

Detailed discussion on the Contents of Annual Report, indicators of financial and nonfinancial performance including earnings per share and additional performance measures, Nature and extent of reportable segments, Disclosure of segment information, Management Discussion and Analysis, sustainability reporting.

BOOKS FOR REFERENCES:

1. IFRS for India, Dr. A. L. Saini, Snow white publications
2. Roadmap to IFRS and Indian Accounting Standards by CA Shibarama Tripathy
3. IFRS explained – A guide to International financial reporting standards by BPP learning Media
4. IFRS for finance executives by Ghosh T P, taxman allied services private limited
5. IFRS concepts and applications by Kamal Garg, Bharath law house private limited
6. IFRS: A Quick Reference Guide by Robert J. Kirk, Elsevier Ltd.
7. First lesson to International Financial Reporting Standards beginners guide by MP Vijay Kumar, prime knowledge services.
8. A student's guide to international financial reporting standards by Clare Finch, Kalpan Publishing.
9. Sariha Gosain and Rajeeh Gosain- Practical approach to IND AS implementation, illustrations, summary & comparisons

6.7 PRACTICALS ON SKILL DEVELOPMENT

Unit 1: INCOME TAX – II

- Compute Taxable business Income of a Proprietary concern in your vicinity, with imaginary figures.
- Compute Taxable Income and Tax Liability of any professional (Doctor or Advocate or Chartered Accountant etc.,) with imaginary data
- State the provisions for exemptions from capital gains under sections 54, 54B, 54D, 54EC and 54F.
- Ascertain the ‘income from other sources’ with at least ten items of your family / relative / friend.
- Identify the various deductions eligible to be claimed by an ‘income-earning member’ and calculate the amount of deduction under section 80.
- Compute the Tax Liability of at least 3 categories of individuals in your family / circle.

Unit 2: INDIAN ACCOUNTING STANDARDS AND IFRS

- Explain the structure and functions of Indian Accounting Standards Board
- Set out the procedure for issue of an Accounting Standard by the Accounting Standards Board.
- List out the financial statements in accordance with Ind AS 1 and show the formats of the same with imaginary figures.
- Explain the main provisions of Ind AS 2, Ind AS 16 and Ind AS 18
- State and explain the provisions pertaining to Segment Reporting and Related Party Disclosure under Ind AS.
- Demonstrate the calculation of Minority Interest with imaginary figures.

UNIT 3: ELECTIVE PAPER 6.3 (FROM FIRST ELECTIVE GROUP)

UNIT 4: ELECTIVE PAPER 6.4 (FROM FIRST ELECTIVE GROUP)

UNIT 5: ELECTIVE PAPER 6.3 (FROM SECOND ELECTIVE GROUP)

UNIT 6: ELECTIVE PAPER 6.4 (FROM SECOND ELECTIVE GROUP)

NOTE:

3. Units 1 and 2 will be covered in the University Examination, and Units 3 to 6 will be covered in Internal Assessment.
4. In case of all elective papers, the Faculty teaching ‘Practicals on Skill Development’ shall design and administer any five practical application oriented exercises from each subject and evaluate the same as part of Internal Assessment.