REGULATIONS GOVERNING ADMISSION TO POST-GRADUATE DEGREE IN COMMERCE (M.COM.)
Under the Faculty of Commerce and Management

UNDER CHOICE BASED CREDIT SYSTEM (CBCS) AND CONTINUOUS ASSESSMENT GRADING PATTERN (CAGP)

2011
1. Title and Commencement

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

Programme Offered:

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

2. Definitions

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

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

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

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

**Tutorial**: A Tutorial is supplementary practice to any teaching – learning process that may consist of participatory discussion / self study/ desk work/seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the lecture classes. Seminars, Case Study, Discussion Sessions etc., are part of Tutorial.
**Practical/Practice:** A practical / practice is a method of imparting education that consists of hands on experience / laboratory experiments / field studies / study tour etc., that equip students to acquire the required skill component.

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

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

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

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

3. **Duration of the Course:**

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

3.2 A candidate admitted to a two years Masters Programmes can exercise an option to exit with Bachelor’s Honor’s degree / PG diploma degree. Bachelor’s honors degree shall be awarded to a candidate who has studied that subject at the three-year undergraduate degree as one of the optional subjects, P.G. diploma in case of a
candidate who has not studied that subject at the three year undergraduate degree as one of the optional subjects. However, in both the cases, the candidate should have earned the total credits fixed for the First and Second semester Master Programmes of that subject under Faculties of Commerce and Management.

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

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

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

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

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

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

   7.4 A candidate who fails to satisfy the requirement of attendance in a semester shall repeat that semester when offered in the immediate subsequent year. This facility shall be available only for two times in the entire course.
7.5 In the case of a candidate who represents his/her Institution/University, Karnataka State / Nation in Sports / NCC / NSS / Cultural or any official activities shortage of attendance up to a maximum of 15 days in a semester may be condoned, based on the recommendation and prior permission of the Head of the Institution concerned.

7.6 The Chairman of the Department with the approval of Department Council shall notify the monthly attendance of students in the first week of every month on the notice board of the Department with a copy to the Deputy Registrar (Academic), Gulbarga University, Gulbarga. Further, the Chairman of the concerned Department shall send the monthly attendance of students with respect to open elective paper/s to the parent department/s of the students in the first week of every month.

8. Registration of Credit Matrix / Pattern
8.1 It is mandatory for every student, to register officially the courses opted under CBCS system in a Registration Card which contains details of hardcore and softcore selected for a semester. All details like attendance, course completion particulars, and dates of tests attended by the student are entered in this card. The card is prepared in duplicate. One card will be with the department and one card will be with the concerned University Examination wing. Students are allowed to make a photocopy of this at the end of the semester for their records.

8.2 Registration cards form the basis for a student to undergo sessional tests and end-semester examination. Application forms for examinations are to be filled up based on the choices indicated in this card and submitted to the University along with the prescribed examination fee.

8.3 There will be no individual correspondence made by the University unless otherwise required for a specific reason.

9. Scheme of Instructions:
9.1 There shall be three components of study, viz., i) Lecture, ii) Tutorial and iii) Practical/Practice in a given course.

9.2 A course shall have either Lecture component or Practical/ Practice component or the combination of either of any two components or all the three components. That means a course may have only Lecture component, or only Practical/ component or
combination of Lecture and Practical/Practice, Lecture and Tutorial, Practical/Practice and Tutorial or Lecture, Tutorial and Practical / Practice components.

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

10. **Components of a Programme:**

10.1 The Programme shall consist of the following courses:

i) Hard core course

ii) Soft core course

iii) Open Elective course.

10.1.i **Credits for Hard Core Courses:**
- The number of credits allotted to each hard core course shall be of 5 credits.
- The total credits allotted for hard core courses for the entire Programme shall be of 70 credits.

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

10.1.iii **Open Elective Courses:**
- The number of credits allotted to each open elective course shall be of 4 credits.
- The total credit allotted for open elective course for the entire Programme shall be of 8 credits.
11. COURSE STRUCTURE OF THE M.COM. PROGRAMME

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

<table>
<thead>
<tr>
<th>Semester Level</th>
<th>Course</th>
<th>Max. Marks</th>
<th>Total Marks</th>
<th>Hrs / Week</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>IA</td>
<td>Practl.</td>
<td>Sem. End Exam</td>
<td>Duration of Examn.</td>
</tr>
<tr>
<td>FIRST</td>
<td>HARD CORE COURSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course-1.1: Management Theory and Organisational Behaviour</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>Course-1.2: Managerial Economics</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>Course-1.3: Financial Management</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>Course-1.4: Marketing Management</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>SOFT CORE COURSE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course-1.5:</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>Total Marks / Credits for the semester</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SECOND</td>
<td>HARD CORE COURSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course-2.1: Strategic Management</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>Course-2.2: Accounting Systems</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>Course-2.3: Human Resource Management</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>SOFT CORE COURSE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course-2.4:</td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>Open Elective Course-2.5: <em>(To be chosen from the courses offered by the other departments)</em></td>
<td></td>
<td>20</td>
<td>-</td>
<td>80</td>
<td>3 Hrs.</td>
</tr>
<tr>
<td>Total Marks / Credits for the semester</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPEN ELECTIVE COURSE <em>(Meant for the students of other departments)</em></td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>THIRD</td>
<td>HARD CORE COURSES</td>
<td></td>
<td></td>
<td></td>
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<td>-------------</td>
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</tr>
<tr>
<td></td>
<td><strong>Course-3.1:</strong> Business Research Methods</td>
<td>20</td>
<td>80</td>
<td>3 Hrs.</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td><strong>Course-3.2:</strong> Financial Systems and Markets</td>
<td>20</td>
<td>80</td>
<td>3 Hrs.</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td><strong>Course-3.3:</strong> Computer Applications in Business</td>
<td>20 30</td>
<td>50</td>
<td>2 Hrs.</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td><strong>SOFT CORE COURSE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Course-3.4:</strong></td>
<td>20</td>
<td>80</td>
<td>3 Hrs.</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td><strong>Open Elective Course-3.5:</strong></td>
<td>20</td>
<td>80</td>
<td>3 Hrs.</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>(To be chosen from the courses offered by the other Dept.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Marks / Credits for the semester</td>
<td>100</td>
<td>400</td>
<td>-</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td><strong>OPEN ELECTIVE COURSE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Meant for the students of other departments)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Marks / Credits for the semester</td>
<td>100</td>
<td>400</td>
<td>-</td>
<td>500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FOURTH</th>
<th>HARD CORE COURSES</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Course-4.1:</strong> Management Accounting</td>
<td>20</td>
<td>80</td>
<td>3 Hrs.</td>
<td>100</td>
<td>05</td>
</tr>
<tr>
<td></td>
<td><strong>Course-4.2:</strong> International Business</td>
<td>20</td>
<td>80</td>
<td>3 Hrs.</td>
<td>100</td>
<td>05</td>
</tr>
<tr>
<td></td>
<td><strong>Course-4.3:</strong> Financial Services</td>
<td>20</td>
<td>80</td>
<td>3 Hrs.</td>
<td>100</td>
<td>05</td>
</tr>
<tr>
<td></td>
<td><strong>Course-4.4:</strong> Project Report</td>
<td>20 80</td>
<td>-</td>
<td></td>
<td>100</td>
<td>05</td>
</tr>
<tr>
<td></td>
<td><strong>SOFT CORE COURSE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Course-4.5:</strong></td>
<td>20</td>
<td>80</td>
<td>-</td>
<td>100</td>
<td>05</td>
</tr>
<tr>
<td></td>
<td><strong>OPEN ELECTIVE COURSE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(To be chosen from the courses offered by the other Dept.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Marks / Credits for the semester</td>
<td>100</td>
<td>400</td>
<td>-</td>
<td>500</td>
<td>25</td>
</tr>
</tbody>
</table>

* Project report semester end 60 marks for evaluation and 20 marks for viva voce examination.
GROUP-WISE SOFT CORE COURSE AVAILABLE FOR CHOICE TO STUDENTS

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

<table>
<thead>
<tr>
<th>Semester Level</th>
<th>Course No.</th>
<th>Name of the Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1.5</td>
<td>Advanced Cost Accounting</td>
</tr>
<tr>
<td>II</td>
<td>2.4</td>
<td>Strategic Cost Management</td>
</tr>
<tr>
<td>III</td>
<td>3.4</td>
<td>Corporate Taxation-I</td>
</tr>
<tr>
<td>IV</td>
<td>4.5</td>
<td>Corporate Taxation-II</td>
</tr>
</tbody>
</table>

**GROUP-B: FINANCE**

<table>
<thead>
<tr>
<th>Semester Level</th>
<th>Course No.</th>
<th>Name of the Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1.5</td>
<td>Financial Derivatives</td>
</tr>
<tr>
<td>II</td>
<td>2.4</td>
<td>Security Analysis and Portfolio Management</td>
</tr>
<tr>
<td>III</td>
<td>3.4</td>
<td>International Financial Management</td>
</tr>
<tr>
<td>IV</td>
<td>4.5</td>
<td>Mutual Funds</td>
</tr>
</tbody>
</table>

**GROUP-C: MARKETING**

<table>
<thead>
<tr>
<th>Semester Level</th>
<th>Course No.</th>
<th>Name of the Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1.5</td>
<td>Marketing Research</td>
</tr>
<tr>
<td>II</td>
<td>2.4</td>
<td>Relationship Marketing</td>
</tr>
<tr>
<td>III</td>
<td>3.4</td>
<td>International Marketing</td>
</tr>
<tr>
<td>IV</td>
<td>4.5</td>
<td>Services Marketing</td>
</tr>
</tbody>
</table>

**GROUP-D: BANK FINANCE**

<table>
<thead>
<tr>
<th>Semester Level</th>
<th>Course No.</th>
<th>Name of the Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1.5</td>
<td>Bank Financial Management</td>
</tr>
<tr>
<td>II</td>
<td>2.4</td>
<td>Derivatives</td>
</tr>
<tr>
<td>III</td>
<td>3.4</td>
<td>Risk Management</td>
</tr>
<tr>
<td>IV</td>
<td>4.5</td>
<td>Treasury Management</td>
</tr>
</tbody>
</table>
OPEN ELECTIVE COURSES AVAILABLE FOR CHOICE TO STUDENTS OF OTHER DEPARTMENTS

<table>
<thead>
<tr>
<th>Semester Level</th>
<th>Course No.</th>
<th>Name of the Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>II</td>
<td>2.5</td>
<td>Individual Investment and Tax Planning OR Finance for Non-finance people.</td>
</tr>
<tr>
<td>III</td>
<td>3.5</td>
<td>Basics of Accounting OR Basics of Stock Market</td>
</tr>
</tbody>
</table>

12. ASSESSMENT AND EVALUATION:

12.1 Assessment and evaluation processes happen in a continuous mode. However, for reporting purposes, a semester is divided into 3 discrete components identified as $C_1$, $C_2$, and $C_3$.

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

a) The first component ($C_1$), of assessment is for 10 marks. This will be based on test, assignment, seminar, case study, field work, project work etc. This assessment and score process should be completed after completing 50 percent of syllabus of the course/s and within 45 days of semester program.

b) The second component ($C_2$), of assessment is for 10 marks. This will be based on test, assignment, seminar, case study, field work, project work etc. This assessment and score process should be based on completion of remaining 50 percent of syllabus of the courses of the semester. Thus,

- Total Marks for each course = 100 marks.
- Continuous assessment ($C_1$) = 10 marks.
- Continuous assessment ($C_2$) = 10 marks.
- Semester end Examination ($C_3$) = 80 marks.

12.3 During the 18th - 20th week of the semester, a semester-end examination of 3 hours duration shall be conducted by the University for each course. This forms the third/final component of assessment ($C_3$) and the maximum marks for the final component will be 80.
12.4 In case of a student who has failed to attend the C₁ or C₂ on a scheduled date it shall be deemed that the student has dropped the test. However, in case of a student who could not take the test on scheduled date due to genuine reason, such a candidate may appeal to the chairman / Programmes Coordinator in consultation with the concerned teacher shall decide about the genuinity of the case and decide for conduct of one special test to such candidates on the date suitable to the concerned teacher but before commencement of the concerned semester end examinations.

12.5 The consolidated marks statement of C₁ & C₂ be submitted to the Registrar (Evaluation) at least 15 days prior to the commencement of semester end examination.

12.6 For session tests of C₁ & C₂, the students should bring their own answer scripts (of A4 size), graph sheets etc., required for such tests and these be stamped by the concerned department using their department seal at the time of conducting tests.

12.7 The outline for continuous assessment activities for Component-I (C₁) and Component-II (C₂) of a course shall be as under.

**Outline for continuous assessment activities for C₁ and C₂**

<table>
<thead>
<tr>
<th>Activities</th>
<th>C₁</th>
<th>C₂</th>
<th>Total marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session Test</td>
<td>10 marks</td>
<td>10 marks</td>
<td>20</td>
</tr>
</tbody>
</table>

12.8 The Chairman of the Department with the approval of Department Council shall notify the time table for C₁ and C₂ session tests on the notice board of the Department. The teachers concerned shall conduct test and evaluate the course paper. The evaluated course scripts of component I (C₁) and component II (C₂) shall be immediately provided to the candidates after obtaining acknowledgement in the register by the concerned teacher(s) and maintained by the Chairman, Post-Graduate Department and the Principal / Director in case of Institutions. Before commencement of the semester end examination, the evaluated script of C₁ and C₂ shall be obtained back to maintain the same till the announcement of the examination results of the concerned semester. The Chairman of the Department shall make arrangements to display the statement of C₁ and C₂ component session test marks on the notice board of the Department, immediately after each test.
12.9 If a course has both theory and practical components with credit pattern L: T: P:, then as parts of (C₃), the theory and practical examinations shall be conducted for 80 marks each. The final (C₁) component marks shall be decided based on the marks secured by the candidate in these two examinations with weightage factors of L+T and P respectively for theory and practical examinations. Suppose X and Y are the marks secured by a candidate out of 50 respectively in theory and practical examinations in course of credit distribution L:T:P, then the final marks M in C₃ is decided by

\[ M = \frac{(L+T)X + PY}{L+T+P} \]

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

<table>
<thead>
<tr>
<th>Component</th>
<th>Syllabus in a course</th>
<th>Weightage in percentage points</th>
<th>Period of Continuous assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>C₁</td>
<td>First 50%</td>
<td>10</td>
<td>First half of the semester. To be consolidated by 8th week</td>
</tr>
<tr>
<td>C₂</td>
<td>Remaining 50%</td>
<td>10</td>
<td>Second half of the semester. To be consolidated by 16th week</td>
</tr>
<tr>
<td>C₃</td>
<td>Entire syllabus of the course. (Semester-end examination)</td>
<td>80</td>
<td>To be completed during 18th - 20th Week.</td>
</tr>
</tbody>
</table>

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

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

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

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

<table>
<thead>
<tr>
<th>P</th>
<th>G</th>
<th>GP = V x G</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>9 (A++)</td>
<td>V X 9</td>
</tr>
<tr>
<td>80-89</td>
<td>8 (A+)</td>
<td>V X 8</td>
</tr>
<tr>
<td>70-79</td>
<td>7 (A)</td>
<td>V X 7</td>
</tr>
<tr>
<td>60-69</td>
<td>6 (B+)</td>
<td>V X 6</td>
</tr>
<tr>
<td>50-59</td>
<td>5 (B)</td>
<td>V X 5</td>
</tr>
<tr>
<td>0-49</td>
<td>0 (C)</td>
<td>V X 0</td>
</tr>
</tbody>
</table>
Here, P is the percentage of marks secured by a candidate in a course which is rounded to nearest integer. V is the credit value of the course. G is the grade and GP is the grade point.
If G = 0 (C), (GP=0) then the candidate is considered as pending automatically. He / she is not said to have failed in the course.

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

\[
\text{CGPA} = \frac{\sum \text{GP}_i}{\sum \text{V}_i}
\]

Where, \( \text{GP}_i \) denotes the grade points earned in the course
\( \text{V}_i \) denotes the credit value specified for the course.

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

<table>
<thead>
<tr>
<th>CGPA</th>
<th>FGP</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 ≤ CGPA &lt; 10</td>
<td>1</td>
</tr>
<tr>
<td>6 ≤ CGPA &lt; 8</td>
<td>2</td>
</tr>
<tr>
<td>5 ≤ CGPA &lt; 6</td>
<td>3</td>
</tr>
</tbody>
</table>

13.1 There shall be Board of Examiners (BOE) constituted by the BOAE for each program.
13.2 There shall be two sets of question papers for each course, of which at least one should be set by an external examiner.
13.3 Whenever there are no sufficient internal examiners, the Chairman BoE shall get the question papers set by external examiners.
13.4 The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.
13.5 There shall be double valuation for all theory papers, dissertation, /project /Field works. The average of the marks awarded by the internal and external examiners shall be taken as the final marks (subject to 13.6) for that particular course.

13.6 In case of 20% or more difference in the marks awarded in the theory papers by the internal and external valuers, the script shall be referred to the third valuer (who shall be an external) and the average of the nearest two shall be considered for the final award of marks.

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

14.1 The candidate has to submit the project / dissertation before one week of the commencement of respective semester end examination. However, in case of a course, if the candidate has to go for in plant training/ internship / field work etc., as the case may, the candidate shall submit the project / dissertation within one week of the completion in plant training / internship / field work etc.

14.2 The responsibility of allocating the project work including the topic of the project, duration and the time for the field work etc., shall be decided by the Departmental Council either at the end of the previous semester or in the beginning of the commencement of the semester.

14.3 Right from the initial stage of defining the problem, the candidate has to submit the progress reports periodically and also present his/her progress in the form of seminars in addition to the regular discussion with the guide. Components of evaluation of the Project / Dissertation are as follows.

Component – I(C₁): Periodic progress of the project work (10%)
Component – II(C₂): Results of Work and Draft Report (10%)
Component– III(C₃): Final viva-voce and evaluation of the report (80%). [The report evaluation is for 60% and the viva voce examination is 20%].

14.4 The (C₃) (component-III) for the project work shall be evaluated by a panel of two members consisting of the guide and an external examiner.

15. **Challenge Valuation**

15.1 A student who desires to apply for challenge valuation of theory marks shall obtain a Xerox copy of the answer script by paying the prescribed fee within 10 days after the
announcement of the results. He / She can challenge the grade awarded to him/her by submitting an application along with the prescribed fee to the Registrar (Evaluation) through the proper channel within 15 days after the announcement of the results.

15.2 This challenge valuation shall be applicable only for C3 Component of courses (theory) only.

15.3 The candidate has to surrender the grade card if issued earlier to him/her before announcement of the results of the challenge valuation.

15.4 The answer scripts for which challenge valuation is sought for shall be sent to another external examiner. The marks awarded in the challenge valuation shall be the final.

16. Discard Policy of Answer Sheets:

16.1 Such of the answer scripts of tests, assignments etc., relating to component I & II that are valued shall be maintained in the Department / College / Institution by the Chairman / Principal / Head of Institution till completion of the one year duration and the commencement of the ensuing semester end examination and there after these evaluated scripts of tests, assignments etc. be discarded immediately by the concerned Chairman / Principal / Head of the Institution.

16.2 The answer scripts of C3 examination conducted by the University be maintained by the Registrar (Evaluation) for a period of one year after announcement of the results of the concerned semester and all the answer scripts be discarded soon after completion of the one year duration after announcement of the results and no complaints what so ever about the marks awarded to courses relating to these scripts be entertained.

17. Pending Course/s:

17.1 In case a candidate secures less than 32 percentage points out of 80 percentage points in C3 (i.e., 40% of total marks assigned for C3) or secures more than 32 percentage points out of 80 percentage points in C3 but less than 50 percentage points out of 100 percentage points in C1, C2 and C3 put together, the candidate is said to have not completed the course and he/she has to utilize PENDING option. The candidate with pending option shall complete C3 component before the end of double the duration by reappearing only for C3 component of that course and he/she carries the same marks awarded in C1 and C2.
17.2 The candidate has to earn at least 50% of the total credits (courses) specified for First and Second Semester of the Programmes in order to proceed to the Third Semester.

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

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

19. **Provision for Improvement of the Results:**
A candidate has an option to withdraw a course or courses of any semester within seven days after the announcement of final results of the P.G. degree program; if he / she feels that he / she can improve his / her results in terms of grade. The withdrawal of a course can be only for C3 components except practical / project work / dissertation / viva-voce. The candidate has to reappear for only C3 component to improve, carrying the marks of C1 and C2 components of the chosen course.

20. **Classification of Results**
Class shall be awarded to a candidate based the Final Grade Point (FGP) awarded to the candidate as stated below.

<table>
<thead>
<tr>
<th>FGP</th>
<th>Class awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>First class with Distinction</td>
</tr>
<tr>
<td>2</td>
<td>First Class</td>
</tr>
<tr>
<td>3</td>
<td>Second Class</td>
</tr>
</tbody>
</table>

21. **Award of Ranks, Medals and Prizes**
Only such candidates, who successfully earn the total credits specified for the PG Degree program/s under various faculties in four successive semesters, shall be considered for award of ranks, medals, and prizes.
22. **Eligibility for Applying Fellowships, Scholarships, Free-ships**

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

23. **Repeal and Savings:**

a) Notwithstanding anything contained in this regulation, the provisions of any order or regulations in force shall be inapplicable to the extent of their inconsistency with this regulation.

b) The university shall issue such orders, instructions etc., and prescribe such format, procedure, etc., as it may deem fit to implement the provisions of this regulation.

c) If any difficulty arises in the implementation of this regulation, the Vice Chancellor shall, in consultation with the Deans and the Syndicate, be competent to issue necessary clarification. And he/she at the earliest possible opportunity thereafter, report the action taken by him / her to the Syndicate, Academic Council for ratification and inform the State Government at the earliest.
HC 1.1: MANAGEMENT THEORY AND ORGANISATIONAL BEHAVIOUR

5 Credits

Objective:
The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

Module -1
Schools of Management Thought: Managerial skills; Different roles played by managers; Ingredients of successful management.

Module - 2
Managerial decision-making, steps in decision-making. Decision-making by consensus, guidelines for effective decision-making. Managerial planning- nature, types and purposes of planning, sequential steps in planning, guidelines for effective planning.

Module-3
Organisational Behaviour: Meaning, definition and its scope. OB as a behavioural science- contributing disciplines to organisational behaviour.

Module-4
Individual Behaviour: Biological characteristics, personality determinants, personality traits, learning, theories of learning, perception, factors influencing perception. Johari-Window, Transactional analysis.

Module-5
Group Behaviour: Definition and classification of groups. Group structure, cohesive groups. group think. Conflict and Conflict resolution styles, Organisational Culture; Concept of quality of work life, broad realm of quality of work life.

Reference Books:
HC 1.2: MANAGERIAL ECONOMICS

Objective:
This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

Module –1

Module –2
Demand Analysis – Demand determinants, Demand elasticity and its managerial uses, Demand Forecasting, approaches and techniques of Demand Forecasting. Supply analysis – supply determinants, supply elasticity and supply forecasting.

Module –3

Module –4
Pricing policies and practices: Methods of pricing, problems in pricing, pricing in different market conditions.

Module –5
Economic systems - A broad sweep of macro-economic policies - Objective and tools of fiscal and monetary policies. Business cycles - its impacts and control of business cycles.

Reference
1. Managerial Economics: Mote, Paul and Gupta
3. Managerial Economics: M.H. Spencer: Managerial Economics
5. Economics for Business: P.N. Reddy, Appannaiah and Shanti
6. Managerial Economics: Dr. D.M. Mithani: Managerial economics
7. Managerial Economics: M. Adhikary: Managerial economics
8. Managerial Economics: Kulkarni and Kalkundrikar
9. Managerial Economics: Dean Joel
Objective:
The objective of this course is to help students to understand the conceptual framework of financial management and its applications under various environmental constraints.

MODULE-1:

MODULE-2:

MODULE-3:

MODULE-4:

MODULE-5:

Reference:
HC 1.4: MARKETING MANAGEMENT

5 Credits

Objective:
The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Module –1
Modern Concept of Marketing; Scope and Importance of Marketing; Company Orientations towards the Market Place; Marketing Process; Marketing Mix. Consumer Behaviour; determinants of consumer behaviour; factors influencing consumer behavior. Segmentation bases of segmentation and segmentation based marketing strategies.

Module -2
Product Planning and Policy- Concept of Product ; Product Levels; Product Line Decisions; Product Mix Decisions; New Product Development Strategy; Product Life Cycle Strategies.

Module -3
Pricing Products: Factors to consider when Setting Prices; General pricing approaches; New Product Pricing Strategies: Product Mix Pricing Strategies.

Module - 4
Channel Management: Major types of Channels, Factors influencing choice of Channel, Channel Design Decisions, Objectives and Constraints. Promotion Mix Decisions

Module - 5
Marketing Planning: Market Control Systems, Approaches and Techniques including market audit, Ethical and legal aspects of marketing.

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

MODULE-1
Concept of Strategy and Environment Analysis: Defining strategy, Levels at which strategy operates, approaches to strategic decision making, mission and purpose, objectives and goals, strategic business unit, functional level strategies, concept of environment and its components, environment scanning and appraisal, Organiasational appraisal, Strategic advantage analysis and diagnosis, SWOT Analysis.

MODULE-2
Strategy Formulation and Choice of Alternatives, Strategies-Modernisation, diversification, integration, merger, takeover and joint strategies, turnaround, divestment and liquidation strategies, process of strategic choice, industry, competitor and SWOT analysis, factors affecting strategic choice, generic competitive strategies, cost leadership, differentiation, focus, value chain analysis, bench marking.

MODULE-3
Functional strategies marketing, production/operations and R&D plans and policies, Strategy implementation – issues in strategy implementation; Resource allocation – structural considerations, strictures for strategies – organizational design and change.

MODULE-4
Strategy evaluation; overview of strategic evaluation strategic control; techniques of strategic evaluation and control.

MODULE-5
Global issues and strategic management.

References:
1) H.Igor Ansoff: Implanting Strategic Management.
2) P.Subba Rao, Business Policy and Strategic Management.
3) Azhar Kazmi, Business Policy.
5) Sharma.R.A., Strategic Management in Indian Companies.
6) David Fred R, Strategic Management.
Objective:
The objective of this course is to enable students understand accounting concepts and systems.

Module-1

Module-2
Revenue Recognition and Measurement – Revenue recognition criteria, Matching of revenues and expenses. AS-9 on Disclosure relating to revenue recognition.

Module-3
Depreciation Accounting and Policies

Module-4

Module-5

Reference:
1. Accounting Theory and Practice: Dr.Jawahar Lal.
3. Management Accounting: Albert N Anthony
4. Financial Accounting: Jhon A Iracy
5. Accounting for Management: Lynch
6. Accounting for Management: S.K.Battacharya and Jhon Dearden
7. Management Accounting: S.P.Gupta
8. Practical Financial Statement Analysis: F. Foulks
9. Accounting for Managers: B.K.Chattarjee
HC 2.3: HUMAN RESOURCE MANAGEMENT

5 Credits

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

Module-1

Module-2
Human Resource Planning- career planning and development- Job analysis-employee hiring- recruitment and selection practices in India.

Module-3
HRD- Training and education-Training and development practices-Training needs analysis- Training design- Training methods, techniques and audio visual aids-skills of an effective trainer-costing of training-HRD modules-recent trends in training- training practices in India.

Module-4
Performance appraisal- methods of performance appraisal- employee compensation-wage and salary administration - managerial compensation.

Module-5
Leadership- Theories and styles of Leadership-Motivation-Theories of motivation-Participative management. Employee morale-employee absenteeism-employee turnover labour welfare-employee promotion, recent trends and techniques in HRM.

Reference:
HC 3.1: BUSINESS RESEARCH METHODS

Objective:
The objective of this course is to make the students learn the application of statistical tools and techniques for making research and decision making.

MODULE-1
Business Research: A theoretical framework: Concept of Business Research, Importance of Research in business decisions, Business research process, Business research design.

MODULE-2

MODULE-3
Data collection in business research: Methods and techniques of data collection, Sampling and Sampling Design, Questionnaire designing and development. Attitude measurement and scaling.

MODULE-4
Data processing and analysis in business research: Coding tabulation, data presentation, description and inferences from sample data, analysis of association. Multi-variate analysis regression analysis, discriminate analysis, factor analysis, cluster analysis and multi-dimensional scaling.

MODULE-5
Report writing and presentation in business research: Substance of report writing an presentation, presentation of business research report.

References:
8) Rigby Paul H., Conceptual Foundation of Business Research, Wiley and Sons, New Delhi.
10) Michel V.P., Research Methodology in Management, Himalaya, Bombay.
HC 3.2: FINANCIAL SYSTEM AND MARKETS

5 Credits

Objective:
This course aims at providing students with an understanding of the structure, organization and working financial markets.

MODULE-1:
Introduction to Financial System - Concept and functions of financial system, financial system designs, components of financial system, relationship between financial system and economic growth.

MODULE-2:

MODULE-3:
Financial Regulations – Regulators of Financial System, Role of RBI, SEBI and IRDA.

MODULE-4:

MODULE-5:
Financial Sectors Reforms – Major reforms in banking, capital market and insurance sectors. Financial engineering.

Reference:
4. Vasant Desai “Indian Financial System”.
5. SEBI Guidelines.
HC 3.3: COMPUTER APPLICATIONS IN BUSINESS

5 Credits

Objective:
To acquaint the students with computer fundamentals and its applications to business. To impart software skills to the students for use in business.

MODULE-1:
Basic anatomy of computer: Input/output units, CPU, auxiliary memories; classification and characteristics of memories, Operating systems, system softwares and application softwares.

MODULE-2:
Electronic spread sheets: creation of worksheets, entering data, formatting cells, printing and editing of worksheets; application to financial modules; import of spreadsheets into word documents and vice versa; accounting functions. Data analysis: sorting and filtering data generation of reports, use of standard accounting data spreadsheets to generate charts, graphs and maps.

MODULE-3:
Office Automation: Word processing-Creating, opening, saving, editing, formatting, copying of word documents; font style and size conversion; mail merge. MS Access: creating databases; application to accounts data, modification of entries and generation of trail balance, profit and loss statements and balance sheets. Presentation graphics: PowerPoint features.

MODULE-4:
Information Technology: Basic features of IT, Impact of IT on business environment, computer and dissemination of information and knowledge, Convergence of technologies (internet with WAP), Date and Information and, Data communication system, Distributed data processing networks, Computer Networking: LAN and WAN, Protocols, Topologies. Internet TCP/IP, Client – Server Model, Internet Programming – WWW, http, ftp, HTML, concept of Website and Web browsers, Web server, Email features.

MODULE-5:

References:
6. J.Martin: Computer Networking and Distributed Processing, PHI.
8. Xaver: World Wide Web Design with HTML, PHI.
Objective
This course provides the students an understanding of the application of accounting techniques for management.

MODULE-1
Management Accounting: Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making, management accounting Vs Financial accounting; Tools and techniques of management accounting.

MODULE-2
Financial Statements Analysis: Objectives and methods of financial statements analysis; Ratio analysis, Classification of ratios – Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios, funds flow statement and cash flow statement.

MODULE-3
Absorption and Marginal Costing: Marginal and differential costing as a tool for decision making-make or buy; change of product mix; pricing, break-even analysis; exploring new markets, shutdown decisions.

MODULE-4
Budgeting for Profit planning and control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; control ratios, zero base budgeting; responsibility accounting; performance budging.

MODULE-5
Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; Advantages and applications; Variance analysis-Material; Labour and overhead (two-way analysis); variances.

Reference:
3) Homgren, Charles, Foster and Datar et. al., Cost Accounting – A Managerial Emphasis; Prentice Hall, New Delhi.
6) Anthony, Robert & Reece, et. al., Principles of Management Accounting, Richard Irwin Inc.
HC 4.2: INTERNATIONAL BUSINESS

5 Credits

Objective:
This course exposes the student to the environmental dynamics of international business and their impact on international business operations of a firm.

Module-1
Introduction- Concept of International business, factors influencing international business, Differences between domestic and international business Benefits and problems of international business. Regulations of international business.

Module-2
Multinational Corporations – Reasons for the fast growth of MNCs . Merits and demerits of MNCs . Controls of MNCs . MNCs in India.

Module-3

Module-4
Foreign collaborations, Joint ventures – FDI : Factors influencing FDI , Reasons for FDI , Costs and benefits of FDI , FDI in India .

Module-5

Reference:
2. International Business : Donald Ball
4. International Management : Paul Beamish
6. International Business Environment : Sundaram and Black
7. International Strategic Management : Srivastav R.M
8. International Business Environment : Francis Cherunilam
HC 4.3: FINANCIAL SERVICES

Objective:
To enable the students to understand and provide financial services.

Module-1
An overview of financial services-economic environment-Financial market in India-money market and capital market.

Module-2

Module-3

Module-4

Module-5
Mutual fund-origin and growth-mutual fund schemes-types of mutual fund- portfolio management process of mutual funds-emerging scenario.

Reference:
5. RBI Publications
6. SEBI Guidelines: Issued from time to time.
7. Vinod Kothari: Leasing, Hire Purchase and consumer credit, Madhava and co,1990
Objective
This course exposes students to the concepts and the tools used in cost accounting.

Module -1

Module-2
Planning and control of material-Labour and overhead cost.

Module-3
Methods of costing- Job, batch, contract costing-Process costing-Service costing- Reconciliation of cost and financial account.

Module-4
Budgetary control-Definition, steps in budgetary control-Different types of budgets-Zero-base budgeting Performance Budgeting.

Module-5
Computerized accounting-policies guiding mechanization significance of mechanization- electronic data processing services offered by data processing centers.

References:
1. Vashist and Sexena: Advance Cost Management Accounting, Sultanchand and Sons.
3. Roy Chowdhury, et. al., Cost and Management accounting, New Central Book Agency.


SC 2.4 (A): STRATEGIC COST MANAGEMENT

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

Module -1
Meaning and definition of strategic cost management, cost as a source of competitive advantage-value chain analysis, strategic positioning analysis and cost driver analysis. The strategic costing process: Estimate supplier (Products or services) cost, estimating competitors (Products or services) Cost: set target cost Determine the value of the company.

Module-2

Module-3

Module-4
Cost of Quality: Quality cot concept, Quality cost categories. Quality cost elements, and quality cost base analysis and measurement of company. Preparation and implication of Quality cost programme, Quality improvement and Quality cost reduction, Life Cycle Costing.

Module-5
Business Process Re-engineering. Value engineering learning cure TQM.JIT and FMS and enables of low strategy.

References:
Objective:
To impart knowledge about the concepts, provisions and justification of Income Tax and Wealth Tax in India.

Module – 1
Corporate Income Tax: Meaning, objectives, concepts, scope of tax; Residential status, Incidence of tax; Types of Companies; Revenue trends.

Module – 2
Taxation of Companies: Headwise computation of income; Set-off and carry forward of losses, Deductions from gross total income, Computation of Taxable income.

Module 3
Minimum Alternate Tax: Meaning, objectives; Book profit computation; MAT credit, MAT computation and tax liability; Filing of returns, Advance payment of tax, Deduction of tax at source; Assessment procedure.

Module – 4
Tax planning and management: Meaning and features of Tax planning; Tax Avoidance, Tax Evasion; Tax Management – Major areas of corporate tax planning; Location and tax planning; Financial Decisions and Tax Planning.

Module – 5

References:
SC 4.5 (A): CORPORATE TAX PLANNING-II

Objective
To acquaint students with the major provisions of the acts, rules, tariffs and modus operandi of indirect taxes.

Module – 1
Introduction to Indirect Taxes: Meaning of indirect tax, Features of indirect taxes, Tax incidence, Indirect taxation under Indian constitution, Types of indirect taxes – advantages and disadvantages, Revenue trends.

Module – 2
Corporate Tax Planning with reference to Central Excise: Nature of excise duty, types, excisable goods, Goods exempt from excise, Classification of goods, Computation of assessable value and duty payable, Valuation rules, Exemptions in case of small scale industries, CENVAT – Meaning, highlights of CENVAT scheme, final products and inputs eligible for CENVAT, Quantum and mode of availment of CENVAT credit, Procedures involved in CENVAT, CENVAT on capital goods, Tax planning relating to CENVAT.

Module – 3
Corporate Tax Planning and Customs: Scope and coverage of customs law, Nature of customs duty, Types of customs duty, Classification under customs, Valuation of customs duty, Exemptions, Remissions, Demand, Recovery and refunds in customs, Import & Export procedure, Duty drawback, Warehousing, Administrative aspects of customs, Tax planning relating to customs.

Module – 4
Corporate Tax Planning Under Central Sales Tax and VAT: Objectives and scheme of CST Act, Interstate and intra-state sales, Nature of goods and CST Act, Computation of sales turnover, Quantum of CST payable, Exemptions from CST, Restrictions on taxation under CST Act, Outline of VAT, Administrative aspects of KVAT.

Module – 5
Service Tax: Genesis of Service Tax in India, Concepts applicable to all services, Taxable value, Exemptions, Import and Export of services, Computation of service tax – Current trends in indirect taxes.

References:
5. Ramaswamy, Indirect Taxation, Sultan Chand & Sons, New Delhi.
Objective
This course introduces to the application of various tools and techniques of financial risk management.

MODULE-1

MODULE-2

MODULE-3
Option contracts and trading strategies: Characteristics of option contracts Buyer / Seller attitudes, option pricing, risk and return on equity option, option trading strategies.

MODULE-4
Valuation of option, A graphic analysis of call and put values, Characteristics of option values, Models of variation of option, Dividends, Share splits and Bonus shares, Applicability of the Black and Shores model in the Indian context.

MODULE-5
Trading risks and regulation: Trading mechanism, types of orders, risks in derivatives trading. Futures and option in India: The Badla system, option in India, Teji and Mandi.

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

MODULE-1:
Investment Management – Concept, features and objectives of investment. Investment Management process, approaches to investment decision making, common errors in investment management, ingredients of successful investment strategy, investment avenues, the investment Gurus and their investment strategies.

MODULE-2:

MODULE-3:
Valuation of Securities – Valuation of Equity Shores - models of equity valuation, valuation of fixed income securities.

MODULE-4:

MODULE-5:
Portfolio Evaluation and Revision, Measures of Portfolio Evaluation, Meaning of Portfolio revision, Need for revision, Constraints in Portfolio revision, Portfolio revision strategies, Formula plans.

Reference:
SC 3.4(B): INTERNATIONAL FINANCIAL MANAGEMENT

5 Credits

Objective
This course helps students to understand the conceptual framework of international finance and use thereof in making financial decisions.

MODULE-1
Financial management in a global perspective: Increasing dependence in the global economy, trends in international trade and cross border financial flows, India in the global international monetary system: An overview of international financial markets, exchange rate determination and forecasting.

MODULE-2
Foreign exchange market: Structure and the participants, Types of transactions, mechanics of currency dealing, exchange rate quotation, arbitrage forward rates, exchange rate computation. The links between Forex market and money market, covered interest rate differentials, options forwards, cancellation of forward contracts, forward-forward swaps, short dated and broken date contract, Currency Options.

MODULE-3
Nature and measurement of exposure and risk: Definition, Measurement and classification of foreign exchange exposure, exposure and risk, risk as variability of cash flows, management of transaction and operating exposures.

MODULE-4
Short term financial management in a multinational context: Short term funding and investment, centralized and decentralized cash management, netting, pooling, exposure management, offshore invoicing centres.

MODULE-5
International Equity Investments: Comparing domestic and foreign equity investment, gains from cross border diversifications, International CAPM, and depository mechanism. Long term borrowing in international capital markets: The costs and risks of foreign currency borrowing, syndicated loan bonds issues, MTNs, NIFs and related instruments, project finance. International project appraisal.

References:
SC 4.5(B): MUTUAL FUNDS

5 Credits

Objective
This course exposes students to operational, investment and evaluation aspects of mutual fund.

MODULE-1:
Evolution of Mutual funds – Concept of Mutual Fund, Organisation of Mutual Funds, Players of Mutual Funds, Types of Mutual Funds, Advantages and disadvantages of mutual funds, Key financial measures.

MODULE-2:
Regulation of Mutual Funds, Guidelines by the Ministry of Finance, RBI Guidelines, SEBI Regulations and Guidelines.

MODULE-3:

MODULE-4:
Management of mutual funds, Marketing and investment aspects of mutual fund, Mutual fund investment process.

MODULE-5:
Business ethics in mutual funds, Mutual fund prospect, Future growth strategy.

Reference:
SC 1.5 (C): MARKETING RESEARCH

Objective
The purpose of this course is to enable the students learn the process tools and techniques of marketing research.

Module-1
The Role of Marketing Research: The Marketing Concept ; Customer Orientation; Long-run Profitability; A Cross-Functional Effort; Keeping Customers and Building Relationships; Marketing Research : A Means for Implementing the Customer Concept.

Module-2
Marketing Intelligence; Components of Marketing Intelligence; Need for Marketing Intelligence. Marketing Information System

Module -3
The Managerial Value of Marketing Research for Strategic Decision –Making. Identifying and Evaluatiing Opportunities; Analyzing and Selecting Target markets; Planning and Implementing a Marketing Mix; Analyzing Marketing Performance.

Module-4

Module-5
The Human Side of Marketing Research: Organisational and Ethical Issues: Organisational Structure of Marketing Research, Marketing Research jobs ; Cross-functional Teams. Ethical issues in Marketing Research.

References:
1. Marketing Research by Ramanuj Majumdar
2. Marketing Research by Mishra
3. Marketing Research by MV Kulkarni
5. Research for Marketing Decisions by Paul Green, Donald Tull.
6. Marketing Research-Rajendra Nargundkar(Tata Mc)
SC 2.4 (C): RELATIONSHIP MARKETING

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

Module-1
Conceptual foundation of Relationship Marketing, Evolution of Relationship, Marketing, its significance in Indian context.

Module-2
Relationship Marketing of Services Vs. Relationship Marketing in Consumer Markets.

Module-3
Buyer seller relationships; Relationship Marketing in Mass markets, relationship marketing and marketing strategy.

Module-4
Relationship Marketing and Distribution Channels.

Module-5
Role of Information Technology in Building, Maintaining and Enhancing, Relationships. Customer profitability design and analysis.

References:
1. Handbook of Relationship Marketing-Jagdish Sheth, Atul Parvatiyar
2. Leading Through Relationship Marketing-Richard Batterley
3. Relationship Marketing-S. Shajahan
SC 3.4(C): INTERNATIONAL MARKETING

Objective
This course is to expose students to the conceptual framework of international marketing management.

Module -1
Introduction to International Marketing: Nature and significance; Complexities in International Marketing; Transition from Domestic to Transactional Marketing; International Market Orientation- EPRG framework; International Market Entry Strategies.

Module -2
International Marketing Environment: Internal Environment; External environment Geographical, Demographic, Economic, Socio-Cultural, Political and Legal Environment; impact of Environment on international decisions.

Module-3
Designing International Market Offerings: Competing on a Global basis; Deciding whether to go abroad; Deciding which markets to enter; Deciding how to enter the market.

Module -4
International Marketing Mix: Product; Promotion; Price and Place (Distribution Channels)

Module-5
International Planning, Organizing and Control: Issues in International Planning; International Marketing Information System; Organizing and Controlling.

References:
1. International Marketing - Cateora
2. Managing International Marketing - Varkey
4. Essence of International Marketing - Stan Paliwoda
5. Global Marketing Management - Warren J. Keegan
6. International Marketing Management - Subhash Jain
SC 4.5(C): SERVICES MARKETING

Objective
This course acquaints students with the basic issues in Services Marketing.

Module -1
Foundation of Services Marketing: Introduction - The Services: Concept; Nature and Characteristics of Services; Classification of Services; Significance of Services Marketing Reasons for The Growth of Services Sector.

Module-2
Segmentation Strategies for Effective Capacity Utilization; Positioning of Service in the Market Place; Issues in Marketing of services – Extended Services Marketing Mix: Going beyond the 4 Ps. (7 Ps of Services Marketing).

Module-3

Module-4
Balancing Demand and Capacity: The ups and Downs of Demand; Measuring and Managing Capacity; Understanding the Patterns and Determinants of Demand; Strategies for Managing Demand

Module-5
Customer Satisfaction & Service Quality in Service Marketing – Service Encounter - Role of HR & Internal Marketing - SERVQUAL & GAP model - Handling complaints effectively - Service Failure – Recovery

References:
1. Essence of Services Marketing – Payne Adrian
2. Services Marketing: Integrating Customer Focus Across the Firm - Valarie A Zeithaml
3. Services Marketing: People, Technology & Strategy - Christopher Lovelock
4. Services Marketing – Ravi Shanker
5. Strategic Planning for Public Service and non profit organizations-Pergamon.
6. Excellence in Services – Balachandran
SC 1.5 (D): BANK FINANCIAL MANAGEMENT

5 Credits

Objective
The objective of this course is to help students to understand the conceptual framework of financial management and its applications under various banking environmental constraints.

MODULE-1

MODULE-2
Liquidity Management in Banks: Liquidity and Liquidity risk, Objectives and policies, liquidity management: Regulatory aspects, Static liquidity Gap Analysis, liquidity ratios, Dynamic liquidity Gap Analysis, Scenario analysis, Liquidity planning.

MODULE-3

MODULE-4
Profitability of Banks: Objectives, Profit and Profitability, need for profits, Historical perspective of the approach of banks to profitability, effects of NPAs on profitability of banks, banking sector reforms. A profitability model, shareholders’ value maximisation and EVA, Profit planning, Performance parameters of Indian banks, Measures to improve profitability.

MODULE-5

References:
1) Peter S. Rose, Commercial Bank Management.
2) Simonson and Coleman, Bank Management, Hempel.
Objective
This course helps to students to understand exhaustively the different instruments of derivatives.

MODULE-1
Derivatives: An Introduction, Objectives, Functions of Derivatives, Types of Derivatives.

MODULE-2
Forward Rate agreements (Interest Rate Derivative), Objectives, Market convention of FRAs, Pricing of a forward rate agreement.

MODULE-3
Futures: Objectives, Currency futures, Bond futures, Stock index futures, Pricing financial futures.

MODULE-4

MODULE-5
Interest Rate Swaps: Concept and Mechanism, the theory of comparative advantage and Swaps pricing an interest rate swap, implied forward rates, types of interest rate swaps, currency swaps and RBI guidelines on FAs and IRs.

References:
1) Option Futures and other derivatives by John Hull, Prentice Hall of India, New Delhi.
2) An Introduction to Options and Futures by D.Chance.
3) Understanding Futures Market by R.Kolb.
SC 3.4(D): RISK MANAGEMENT

5 Credits

Objective
This course introduces to the application of various tools and techniques of risk management in banks.

MODULE-1

MODULE-2
Asset Liability Management: Components, multi currency balance sheet, organizational structure, risk management policy and procedures, risk adjusted return on capital, capital adequacy norms, ALCO techniques / tools – GAP Analysis, Simulation, Duration analysis, Linear and other statistical methods, Internal control.

MODULE-3
Risk Hedging: Instruments and Mechanism: Forward, Futures, Options Strategies and Arbitrage opportunities.

MODULE-4
Challenges of BASEL-II: Implications to hedge position through derivative products.

MODULE-5
Role of Mid Office / Risk Management Dept.: Operational clarity and documentation and monitoring. System Audit significance in risk management / mitigation.

References:
SC 4.5(D): TREASURY MANAGEMENT

Objective
This course helps students to understand operational aspects of treasury management in banks.

MODULE-1

MODULE-2
Liquidity Management: CRR / CCIL / RTGS, Objectives, Sources and Deployment, Internal Control, Netting.

MODULE-3
Implications of Treasury on International Banking, Global scenario and treasury operations, Exchange rate mechanism. Structure: Front, Back & Mid office. Dealing and trading operations: Control and orderly conduct, moral and ethical codes, checks and balances. Revaluation: Mark to market and profit calculations, VaR (Value at Risk).

MODULE-4
Regulation, Supervision and Compliance of Treasury Functions: Internal and External Audit, Role of Reserve Bank of India, Integrated Treasury, Bond dynamics.

MODULE-5
Accounting valuation and elimination of exposures.

References:
2) Peter S. Rose, Commercial Bank Management.
3) Simonson and Coleman, Bank Management, Hempel.
OPEN ELECTIVE COURSES AVAILABLE FOR CHOICE TO STUDENTS OF OTHER DEPARTMENTS

OEC 2.5: INDIVIDUAL INVESTMENT AND TAX PLANNING

5 Credits

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

Module -1

Module – 2
Personal Investment Avenues: Features and advantages of Bank deposits, Small saving schemes, Life insurance, Company deposits, Debentures and bonds, Real estate, Gold and silver, Equity shares and Mutual funds, Pension plans and retirement plans.

Module – 3
Risk-Return Analysis: Meaning of investment risk, types of risk: Default risk, business risk, purchasing power risk, interest rate risk, political risk, market risk and measurement of risk and analysis. Meaning of Investment Return, Types of Return, Simple Return, Holding period Return, Average Return, Geometric Return, Compounded Average Growth Rate of return (CAGR), Measurement of Return and Analysis.

Module – 4

Module – 5

References:
1. ICFAI, Personal Financial Planning.
3. Ernst and Young’s, Personal financial Planning Guide, E &Y Wiley.
Objective:  
The objective of this course is to help students to understand basics of finance.

Module -1  

Module – 2  

Module – 3  

Module – 4  
Sources and Cost of Capital: The quantum of capital needed, mix of capital, average cost of capital, project appraisal, Financial Planning.

Module – 5  
Management of Working Capital: Factors influencing working capital needs, estimating working capital needs, sources of finance for working capital – Inventory management and control, Credit management, Cash management, The challenges of working capital management, Over trading and under trading.

References:  
OEC 3.5: BASICS OF ACCOUNTING

Objective:
To acquaint the students with the basic principles of financial accounting.

Module -1
Introduction: Meaning and definition of accounting, importance of accounting, According concepts and conventions, Accounting Standards, Meaning and purpose.

Module – 2
Final Accounts: Final accounts of sole trading concerns including manufacturing accounts.

Module – 3
Single Entry System of Accounting: Meaning, defects of single entry system – Single entry Vs Double entry – Problems on conversion of Single entry into double entry.

Module – 4

Module – 5
Joint Venture and Leasing: Meaning and purpose – Joint Venture Vs Consignment – Methods of maintaining accounts (a) separate set of accounts (Joint Bank System) and (b) Maintaining accounts in the books of each venturier. Leasing: Meaning, Types, Merits and Demerits.

References:
1) Accounting Theory and Practice: Dr. Jawahar Lal.
3) Financial Accounting: Jhon A Iracy
Objective:
The objective of this course is to help students to understand nature and working of stock markets.

Module - 1
Stock Markets: Meaning, Need of stock market, Types of stock market, Bombay Stock Exchange (BSE), National Stock Exchange (NSE), Over the counter exchange of India (OTCEI), The inter-connected stock exchange of India, Stock exchange members, Functions of stock exchange members.

Module – 2
Stock Indices: NIFTY, BSE Sensex, Bankex, Computation of Index, Variables to be considered for construction of Index and other indices.

Module – 3
Types of Market: Secondary market, primary market, derivatives market, spot market, debt market, equity market.

Module – 4
Stock Market Regulation: Securities Exchange Board of India (SEBI), Power and functions of SEBI, Primary and Secondary market regulations, Regulations for mutual fund, Regulations on derivatives trading.

Module – 5
Styles of Stock Market Investing: Growth investing, Value investing, Dividend yield investing, Contrarian investing, Index investing, Copy investing and Risk investing.

References:
3) Bhalla V.G. – Portfolio Analysis and Management, Delhi.
4) Bombay Stock Exchange Directory.