Revised Syllabus
(18.06.2018)

Bachelor of Business Administration
(Financial Investment Analysis)

University of Delhi
### Bachelor of Business Administration (Financial Investment Analysis) [BBA (FIA)]

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<td>Skill Enhancement Course:-</td>
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<td>Generic Elective / Interdisciplinary Course:-</td>
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Course Objective:
To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Learning Outcomes:
- Understand the commonly used accounting terminology
- Identify the users of accounting information and their respective requirements
- Understand the process of recording and classifying the business transactions and events
- Make financial the financial statements, viz., Profit and Loss Account, Balance Sheet, and cash flow statement.
- Understand and interpret the financial statements from different the perspective of different stakeholders.
- Predict financial crisis of a business concern.

Course Contents:

Unit I

Unit II

Unit III
Concept and procedure of issuing Indian Accounting Standards (Ind AS); Introduction to Ind AS-7 – Statement of Cash Flows, Ind AS 10 – Events after Reporting Period, Ind AS 16 – Property, Plant and equipment and Ind AS 18 – Revenue Recognition; Meaning and need for convergence with IFRS; Benefits of achieving Convergence with IFRSs to Economy, The investors, The Industry and the Accounting Professionals

Unit IV
Analysing Financial Statement : Objectives of Financial Statement Analysis; Sources of information; Standards of Comparison; Techniques of financial statement Analysis- Horizontal
Analysis and Vertical Analysis; Meaning and usefulness of Financial Ratios; Analysis of financial ratios from the perspective of different Stakeholders like investors, Lenders, Short-term creditors: Profitability ratios, Solvency Ratios, Liquidity Ratios and turnover Ratios; Limitations of Ratio Analysis; Use of ratios to predict financial crisis of a company by using Altman Z-score.

Text Books:

References:
2. Concept Paper on Convergence with IFRSs in India. (2017). The Institute of Chartered Accountants of India.
Course Objective:
The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Learning outcomes:
- Understand the mechanics of supply and demand in allocating goods and services and resources
- Understand how changes in demand and supply affect markets
- Understand the choices made by a rational consumer
- Identify relationships between production and costs
- Identify key characteristics and consequences of different forms of markets

Course contents:

Unit I
(Lectures: 6)
Individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply; Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply

Unit II
(Lectures: 12)
Cardinal utility theory; ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods); derivation of indifference curves using revealed preference theory

Unit III
(Lectures: 10)
Optimizing behaviour in short run (product curves, law of diminishing margin productivity, stages of production); optimizing behaviour in long run (isoquants, isocost line, optimal combination of resources); traditional theory of cost (short run and long run); modern theory of cost (short run and long run); economies of scale and scope.

Unit IV
(Lectures 18)
Perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot’s model,
kinked demand curve model, dominant price leadership model, Game Theory; Oligopolistic
behaviour (dominant strategy, Nash equilibrium, business dilemma, pure strategy, mixed
strategy, pure strategy equilibrium, mixed strategy equilibrium)

Unit V (Lectures 8)
Demand for a factor by a firm under marginal productivity theory (perfect competition in the
product market, monopoly in the product market); market demand for a factor; supply of
labour; market supply of labour; factor market equilibrium.

Text Books:
   Press
Course objective:
To familiarize the students with various Statistical Data Analysis tools that can be used for
effective decision making. Emphasis will be on the application of the concepts learnt to various
managerial situations.

Learning outcomes:
- Summarize data sets using descriptive statistics
- Analyze the relationship between two variables
- Analyze trend and seasonality in a time series data
- Draw conclusion about a population using testing of hypothesis

Course Content:

Unit I
(Measures of Central Value: Meaning, Need for measuring central value. Characteristics of an
ideal measure of central value. Types of averages - mean, median, mode, harmonic mean and
geometric mean. Merits, Limitations and Suitability of averages. Relationship between
averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures
of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments,
Skewness, Kurtosis

Unit II
(Probability: Meaning and need, Theorems of addition and multiplication. Conditional
probability. Bayes’ theorem, Random Variable- discrete and continuous. Probability
Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and
Methods of studying simple correlation - Karl Pearson’s coefficient of correlation, Spearman’s
Rank correlation coefficient

Unit III
(Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression,
Regression lines (X on Y, Y on X) and Standard error of estimate. Analysis of Time Series:
Meaning and significance. Utility, Components of time series, Models (Additive and
Multiplicative), Measurement of trend: Method of least squares, parabolic trend and
logarithmic trend.

Unit IV
(Introduction to testing of Hypothesis: Concept; Level of Significance; Process of testing; Test of
hypothesis concerning Mean; Test of hypothesis concerning Proportion. Z test, t – test for single
mean and difference of means and ANNOVA – one way and two way. Non parametric tests:
One-Sample Wilcoxon Signed Rank Test, Paired-Sample Wilcoxon Signed Rank Test, Paired Sample Sign Test, Two-Sample Kolmogorov-Smirnov Test, Mann Whitney Test, Kruskal-Wallis ANOVA

Readings: 1. S.P. Gupta (S.P.) : Statistical Methods, Sultan Chand and Sons, 34th Edition

Text Books:
203: Cost and Management Accounting

Course Objective:
This paper will acquaint the students with cost and management accounting concepts and its application for decision making.

Learning Outcomes:
- Understanding of the basic concept of cost and management accounting.
- Decision making in an organisation will be more effective with this knowledge.

Course contents:

Unit I (Lectures: 15)

Unit II (Lectures: 13)
Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit III (Lectures: 18)
Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget, Production Budget, Sales budget, Raw material Purchase and Raw material consumption Budget, Factory overhead budget, Office overhead budget and selling and distribution overhead budget and Master Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Unit IV (Lectures: 10)
Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing,
Advantages, Limitations and Applications; Material, Labor, and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

**Text Books:**
Course Objective:
The objective of this course is to acquaint students with the Income tax structure and its implications of tax planning.

Learning Outcomes:
- Understand the various concepts of income tax and recommend the solution and plan their financials as required.
- Critical thinking and problem solving: The course provokes students for thinking and to come out with solutions for income tax related specific problems of the individuals and firms.
- E-file the income tax returns on their own

Course Contents:

Unit I (Lectures: 12)
Basic concepts: income, Agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax. Residential status of all person, and its effect on tax incidence. Exempted income under section 10 (in relation to individuals).

Unit II (Lectures: 20)
Computation of income under the heads: Salaries, Income from house property.

Unit III (Lectures: 15)
Computation of income under the heads: Profits and gains of business or profession, Capital gain, Income from other sources.

Unit IV (Lectures: 10)

Text Books:
1. Dr.Vinod K.Singhania and Dr.Monica Singhania; Students guide to Income Tax, Taxmann Publications.
302: Corporate Finance

Course Objective:
To acquaint students with the techniques of financial management and their applications for business decision making.

Learning Outcome:
- Understand the basic concepts of financial management
- Understand how to coordinate various decisions to maximize wealth of an organisation in today’s financial environment

Course Contents:

Unit I  (Lectures: 11)
Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit II  (Lectures: 20)
Long-term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return and Modified Internal Rate of return (MIRR), Net Terminal Value, Profitably Index Method. Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit III  (Lectures: 15)

Unit IV  (Lectures: 9)
Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique (Lock box, concentration banking), Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and
Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ (Basic Model), Determination of Working Capital. Determining Financing Mix of Working Capital.

Text Books:
Course Objective:
The objective of this paper is to introduce students to the different aspects and components of financial institutions and financial markets. This will enable them to take the rational decision in financial environment.

Learning outcomes:
- Understand the financial architecture of an economy and its key players.
- Learn the fabrication of Indian Financial markets.
- Understand the process of money movement both in intermediated and disintermediated environment.
- Understand the functioning of different players in the financial market including Regulators like RBI and SEBI.

Course Content:

Unit I (Lectures: 10)
Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, Non-Banking Financial Companies (NBFCs) and Financial Institutions (FIs): Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); Real Time Gross Settlement (RTGS) and internet banking, NBFCs and its types; comparison between Banks and NBFCs.

Unit II (Lectures: 15)
Unit III
Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, Demutualization of exchanges, Comparison between National Stock Exchange (NSE) and Bombay Stock Exchange (BSE), Raising of funds in International Markets: American Depository Receipts (ADRs) and Global Depository Receipts (GDRs), FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, Mark To Market (MTM) and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE and NSE

Unit IV

Text Books:
401: Macro Economics

Course Objective:
This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behaviour of individuals.

Learning outcomes:
- Understand the determination of key macroeconomic variables
- Understand models of determination of equilibrium outputs, prices and rate of interest
- Analyse the role of the Government in an economy and examine how it uses its fiscal and monetary policy to influence macroeconomic variables
- Describe the mechanics of money supply
- Understand the working of an open economy

Course Contents:

Unit I (Lectures: 10)

Unit II (Lectures: 20)
Simple Keynesian model, goods and money market equilibrium, changes in equilibrium, multiplier, effect of fiscal and monetary policy; Investment Savings Liquidity Money (ISLM) model: properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy under ISLM framework.

Unit III (Lectures: 8)
Consumption and savings, lifecycle and permanent income theory of consumption and savings; consumption under uncertainty-modern approach; investment, stock demand for capital and flow of investment; investment subsectors-business fixed, residential and inventory.

Unit IV (Lectures 10)
Meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)
Unit V (Lectures: 12)
Brief introduction to Balance of Payment (BoP) account; market for foreign exchange and exchange rate; monetary and fiscal policy in open economy; Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

Text Books:
Course Objective:
To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Learning Outcomes:
- Identify and develop operational research models from the verbal description of the real system.
- Learn to formulate and solve Linear Programming Problem.
- Understand the mathematical tools that are needed to solve optimization problems like transportation and assignment problem.
- Enable to design new models like PERT and CPM that will improve decision making and develop critical thinking and objective analysis of decision problems.

Course contents:

Unit I  (Lectures: 18)
Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big M method and Two-phase method; Duality and Sensitivity (emphasis on formulation and economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit II  (Lectures: 12)
Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel’s Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, unbalanced case, Restrictions on assignment.)

Unit III  (Lectures: 10)
Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV  (Lectures: 15)
Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule,
Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

**Recommendation:** The students are encouraged to solve real life case studies by using some OR software.

**Text Books:**

**References:**
Course Objective:
This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers estimation and diagnostic testing of simple and multiple regression models. The course also covers application in Accounting and Finance.

Learning Outcomes:
- Understanding of basic econometrics and its assumptions
- Interpretation of functional forms of regression model
- Able to make good model and compare between models
- Understanding of models using dummy variable

Course content:

Unit I (Lectures: 13)
Introduction to Econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation And Best Linear Unbiased Estimator (BLUE), Properties of estimators, Multiple Regression Model and Hypothesis Testing Related to Parameters – Simple and Joint.

Unit II (Lectures: 18)
Violations of Classical Assumptions; their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions, goodness of fit

Unit III (Lectures: 12)
Time Series Models: Test of stationary- Unit Root Test: Intercept Stationarity, Trend Stationarity, and Difference Stationarity. Weak Stationarity and Strong Stationarity

Unit IV (Lectures: 12)
Dummy variables: Intercept dummy variables, slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/Binary/Structural changes, Other Functional Forms, Qualitative Response Regression Models or Regression Models with Limited Dependent Variables - Use of Logit, and Probit Models

Recommended Computer Package to be used: Most of Financial data estimation revolves around Time Series Estimation and Forecasting. Using software like E Views, SPSS and STATA solving real life problems and checking assumptions and taking care of assumptions violations and testing goodness of fit

Text Books:

References:
**Course Objective:**
The aim of this course is to provide a conceptual framework for analysis from an investor’s perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

**Learning Outcomes:**
- Understanding of Return and Risk associated with investment opportunities
- Understanding of tools and techniques of securities selection.
- Able to value the Assets based on valuation models
- Able to prepare Efficient Portfolios
- Able to make good model for fund management

**Course Contents:**

**Unit I**
(Lectures: 12)

**Unit II**
(Lectures: 15)
Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point and figure chart. Patterns: head and shoulders, triangle, rectangle, flag, cup and saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, three forms of EMH and implications for investment decisions.
Unit III
(Lectures: 16)

Unit IV
(Lectures: 12)

Text Books:
Course Objective:
To equip students with principles and techniques of Complex Derivatives like Greeks and Exotic Options Course Contents

Learning Outcomes:
• Understanding derivative in detail such as forward, futures, options Greeks, swaps etc.
• Understanding of option pricing models
• Understanding the concept of hedging, speculation and arbitrage.

Course content:
Unit I (Lectures: 10)

Unit II (Lectures: 15)
Options and its type, Factors affecting option Prices, upper bounds, lower bounds, early exercise, put and call parity, put and call parity (dividend effect). Trading strategies involving options: Spreads, combinations, payoffs; binomial model: One Period, Two Period and multiple Period. Black-Scholes option model. Naked and covered position, options given by financial institutions, Stop loss strategy portfolio insurance

Unit III (Lectures: 18)
The Greek Letters: A Stop Loss strategy; Delta Hedging, Delta of European Stock Options; Delta of a portfolio; Theta of a portfolio; Gamma: Making a portfolio Gamma Neutral.

Unit IV (Lectures: 12)
Understanding of Interest rate swap, currency swaps and cross currency swaps. Understanding and types of Exotic Options. Credit Derivatives: Credit ratings, Default intensities, Recovery rates, estimating default probabilities from bond prices; Credit Default Swaps (CDS),

Text Books:
4. Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India
Course Objective:
This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

Learning Outcomes:
- Understand the role of corporate restructuring, particularly in the event of a business that is struggling and losing money.
- Facilitate the understanding of process and economic rationales of various corporate restructuring tools such as takeovers, acquisitions, joint ventures, disinvestments, amalgamations, buyback of shares, mergers, demergers, reverse mergers, etc.
- Enable the student to acquire analytical skills in analyzing real-world cases in the need for corporate restructuring in a respective venture.
- Develop skills in group work, including communication, collaboration, and presentation.

Course contents:

Unit I (Lectures: 10)
Corporate Restructuring: meaning, need, different approaches for restructuring; Joint Ventures: Concept and Meaning of Joint Ventures, Need and Types of Joint Ventures, Structures and Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.

Unit II (Lectures: 18)

Unit III (Lectures: 15)
Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, and valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination (with numerical calculation).

Unit IV (Lectures: 12)
Post-Merger Evaluation: Financial Evaluation of Mergers and Acquisitions, Impact on shareholders’ Wealth; Methods of payment and financing options in mergers and acquisitions,
financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities and Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Text Books:
1. Weston, Fred; Chung, Kwang S. and Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, Pearson Education

References:
1. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st edition) Pearson Education
Course Objective:
The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in a more effective manner.

Learning Outcome:
- Understanding of the international financial tactics including the international trade, international investment scenario.
- Understand various kinds of exposures and risks that any MNC has to deal with.
- Awareness of the different kinds of foreign exchange management techniques including hedging, currency arbitrage, etc.
- Enable to manage multinational working capital in an efficiently and effectively.

Course contents:

Unit I (Lectures: 10)

Unit II (Lectures: 20)
Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations-direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Concept of crypto currency. Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models.

Unit III (Lectures: 15)

Unit IV


Text Books:
1. PG Apte; International Finance, Tata McGraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall

(Latest Edition may be used)
DISCIPLINE SPECIFIC ELECTIVE (DSE)
DSE I: Investment Banking and Financial Services

Course Objective:
The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Learning Outcomes:
- Understand the importance and relevance of Investment Bankers in any Financial System.
- Understand the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
- Understand the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.

Course Contents:

Unit I
(Lectures: 10)
Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue.

Unit II
(Lectures: 12)
Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter’s contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter’s contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work and obligations, Investor protection, Broker, sub broker and underwriters. De-mat accounts: introduction, merits and limitations.

Unit III
(Lectures: 18)
Leasing and Hire Purchase: Concepts of leasing, types of leasing – financial and operating lease, direct lease and sales and lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee’s angle), Hire Purchase interest and Installment, difference between Hire Purchase and Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance: Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.
Unit IV

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and nontraditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non-mortgage assets, Securitization in India. Latest innovations and technological integration in financial services.

Text Books:

References:
**Course Objective:**
This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value. It will also discuss the issues and challenges faced during the valuation of assets especially in the conditions of uncertainties.

**Learning Outcomes:**
- Understand the importance and relevance of Annual Report of a Company
- Able to analyse both qualitative and quantitative information available in the annual reports for determining the financial health of the company.
- Understand the concepts, myths and need for valuations.
- Understand the various methods of valuations of financial assets both in certain and risky conditions.

**Course content:**

**Unit I** (Lectures: 10)
Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman’s statement, Directors’ report, management discussion and analysis, report on corporate governance, auditor’s report to evaluate the financial soundness of the company. Understanding financial statements of manufacturing and service organisation. Common size analysis and relevant ratios.

**Unit II** (Lectures: 10)
Introduction to Valuation: Value and price, Balance sheet-based methods, Income statement-based methods, Multiples, Goodwill-based methods. Cash flow discounting-based methods. Deciding the appropriate cash flow for discounting, the free cash flow to the firm, and free cash flow to equity. Forecasting Cash flows: simple model for forecasting income and cash flows. Earnings, Tax effect, Reinvestment needs, dividend.

**Unit III** (Lectures: 15)

**Unit IV** (Lectures: 20)
Relative Valuation: standard multiples, comparable companies, potential pitfalls; estimating multiples using regression. Valuation of brands and intellectual capital. Interest rates and

Text Books:
DSE III: Business Tax Planning

Course Objective:
The objective of this course is to acquaint students with the corporate tax structure and tax planning in operational as well as strategic terms.

Learning Outcomes:
- Identify the relevance of tax planning with reference to setting up a new business and various management decisions
- Knowledge about tax deductible at source (TDS) and double taxation relief

Course contents:

Unit I (Lectures: 15)
Tax planning, tax management, tax evasion, tax avoidance, Corporate tax in India: types of companies, Residential status of companies and tax incidences, tax liability and minimum alternative tax, tax on distributed profits of companies.

Unit II (Lectures: 15)
Tax planning with reference to setting up a new business: Locational aspect, nature of business, form of business. Tax planning with reference to financial management decision - capital structure, dividend including deemed dividend and bonus shares.

Unit III (Lectures: 15)
Tax planning with reference to specific management decisions - Make or buy, own or lease, repair or replace. Tax planning with reference to employee remuneration, Tax Planning with reference to business restructuring- Amalgamation, Demerger, Slump Sale, Transfer between holding and subsidiary companies.

Unit IV (Lectures: 10)
Tax deducted at source, Advance Tax, double taxation relief, Transfer pricing.

Text Books:
1. Dr. Monica Singhania, Dr. Vinod K. Singhania: Corporate tax planning and Business Tax Procedures, Taxmann Publications.
2. Dr. Girish Ahuja and Ravi Gupta: Simplified Approach to Corporate Tax Planning and Management, Bharat law House
3. S.P Goyal; Direct tax planning: Sahitya Bhawan
DSE IV: International Trade Blocks and Multilateral Agencies

Course Objective:
This paper will acquaint students with the latest developments in the international business relationships and agencies funding for country’s development.

Learning Outcome:
- Awareness about latest development in the international business relationships which will enable them to make better decisions related to international business.
- Knowledge of different international investment avenues and opportunities available.
- Awareness of various regional trading blocks, international institutions and funding agencies.

Course Contents:

Unit I (Lectures: 15)
Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Importance, nature and scope of international relation, modes of entry into international business, internationalization process and managerial implications; Domestic, foreign and global environments and their impact on international business decision; Growing concern for green trades.

Unit II (Lectures: 15)
International economic and trading environment: Regional integration and trade blocks, regionalism v/s. multilateralism, European Union, integration of developing countries - BRICS, Association of Southeast Asian Nations (ASEAN), South Asian Association for Regional Cooperation (SAARC), South Asian Free Trade Area (SAFTA), North American Free Trade Agreement (NAFTA), G-20; World trade in goods and services - Major trends and developments; World trade and protectionism - Tariff and non-tariff barriers; Counter trade, United Nations Conference on Trade and Development (UNCTAD), World Trade Organization (WTO), General Agreement on Tariffs and Trade (GATT), General Agreement on Trade in Services (GATS), Agreement on Trade Related Investment Measures (TRIM), Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS); India’s role in facilitating trade relations under BRICS, SAARC, SAFTA, ASEAN and to WTO.

Unit III (Lectures: 10)
International investment: Types and significance of foreign investments, factors affecting international investment, growth and dispersion of FDI, Cross border mergers and acquisition, foreign investment in India-Impact of reforms on competitiveness of the Indian Firms, EURO/ADR issues, ECBs; current economic crises in US/Europe/Asia and its impact on economic growth in India.
Unit IV (Lectures: 15)
Economic institutions – International Monetary Funds (IMF), World Bank (IBRD, IDA, IFC), Asian Development Bank, BRICS Development Bank, European Bank for Reconstruction and Development, Bilateral funding arrangements with special reference to Japan International Cooperation Agencies (JICA), agencies of USA; Case studies on Bilateral financing arrangements of Indian projects like Delhi Metro, Dedicated Freight corridor, Nuclear Power Plant etc.

Text Books:

References:
DSE V: Corporate Accounting

Course Objective:
To acquaint the students with fundamentals of Corporate Accounting.

Learning Outcomes:
- Understand accounting with respect to Share Capital, Debentures.
- Able to prepare Financial Statements of Joint Stock Company and Accounts of holding company.
- Familiarity with accounting for amalgamation and valuation of goodwill.

Course contents:

Unit I (Lectures: 15)

Unit II (Lectures: 13)
Preparation of Profit and Loss Account and Balance Sheet. Treatment of Taxation and Provision for Taxation in Final Accounts of Companies. Treatment of Dividend and Bonus to Shareholders. Treatment of Pre-incorporation Profit or Loss. Form of Balance Sheet as per the Companies Act.

Unit III (Lectures: 08)
Meaning and Features; Types of Goodwill; Factors affecting Goodwill; Goodwill Valuation Methods- Valuation based on Average Profits and Super Profits. Valuation of Shares: Concept of Valuation of Shares; Need for Valuation; Factors affecting Valuation of Shares; Valuation of Equity Shares based on Net Assets and Profitability; Net Asset Valuation of Participating Preference Shares; Fair Value of a Share.

Unit IV (Lectures: 10)
Meaning; Types of Amalgamation; Calculation of Purchase Consideration; Accounting Treatment in the books of Transferor and Transferee Companies. Accounting for Reconstruction of a Company: Accounting for External Reconstruction; Alteration of Share Capital; Reduction of Share Capital; Accounting for Internal Reconstruction; Reconstruction through Re-issue of Surrendered Shares.
Unit V
Meaning of Holding and Subsidiary Companies; Need for Consolidated Financial Statements;
Preparation of Consolidated Balance Sheet of a Holding Company with one Subsidiary.

Text Books:
2. Sehgal, Ashok and Deepak Sehgal, Corporate Accounting, Taxman Publication, New Delhi.
DSE VI: Strategic Corporate Finance

Course Objective:
The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate issues and challenges in better manner.

Learning Outcomes:
- Enable the student to identify the key themes in corporate finance
- Understand the principal role of finance in an organization and the implication of overarching strategic application of its efficient use on the bottom line of the organization
- Facilitate the understanding on the impact of risk and cost of capital on investment appraisal besides their cumulative impact on the value of a capital project
- Enable students to employ risk and sensitivity analysis on real time basis on varied projects.
- Develop skills in group work, including communication, collaboration, and presentation.

Course Contents:

Unit I (Lectures: 14)
Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to Infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

Unit II (Lectures: 16)
Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options
Unit III
Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. 
Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.

Unit IV
Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools and techniques, the link between valuation and corporate finance. Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Text Books:
2. Jakhotia. Strategic Financial Management (Vikas Publication)
DSE VII: Management of Financial Institutions

Course Objective:
This Paper discusses the tools and techniques of management of banks and other financial institutions.

Learning Outcomes:
- Understand the functioning of a financial institution.
- Understand the entire process of operating a bank and other financial institutions with respect to the rules and regulations prescribed by the regulators.
- Understand the problems faced by the banks like that of NPA or of liquidity challenge etc. and tools and techniques to manage them.

Course Contents:

Unit I (Lectures: 10)
Financial Intermediation; Kinds of Intermediation; Financial Institution and its kinds; An overview of the Indian financial system; Regulation of Banks, NBFCs and FIs; Products offered by Banks and FIs. Cash Reserve Ratio and Statutory liquidity Ratio (CRR and SLR) management; Capital Adequacy: Capital adequacy norms; Basel agreement-II and III; effect of capital requirements on bank operating policies.

Unit II (Lectures: 12)

Unit III (Lectures: 15)
Institutional Risk Management: Interest Rate Risk; Market Risk; Credit Risk; Liquidity Risk; Operational Risk. Determination of Interest Rate. Theories of Interest Rates: Classical Theory; Loanable Funds Theory; Liquidity Preference Theory; Term Structure of Interest Rates. Interest Rate Risk Management: Measurement of Interest Rate Risk; Duration and its kinds; Convexity. Managing Interest Rate Risk: Repricing Gap Model, Maturity Matching Model, Duration Gap Model, Cash Flow Matching Model; Convexity Adjustments.

Unit IV (Lectures: 18)
Credit and Liquidity Risk Management: Types of Assets, NPA and its types, Management of NPA, Measurement of Credit Risk – Qualitative and Quantitative models. Modelling Credit Risk; Term Structure of Credit Risk; Managing Credit Risk: Credit Analysis and kinds of Loans; Pricing of Loans. Liquidity Risk Management: Measurement of Liquidity Risk; Measures of Liquidity
Exposure; Causes of Liquidity risk: Asset-Side and Liability-Side; Managing Liquidity Risk: Purchased Liquidity management and Stored Liquidity management; Liquidity Planning; Deposit Insurance; Discount Window

Text Books:
2. Resti and Sironi. Risk management and shareholders“ value in banking”. John Wiley
DSE VIII: Forensic Analysis and Fraud Investigation

Course Objective:
To understand the various aspects of accounting and financial frauds, their reason of occurrence, detection and preventive measures so that an overall healthy and trustworthy financial environment should be created.

Learning Outcomes:
- Understand the reason, nature and impact of various frauds in the corporate world.
- Understand the approaches to detect and investigate the financial frauds.
- Able to appreciate the need for the creation of a corporate culture with high ethics and moral values.

Course Contents:

Unit I  (Lectures: 10)
Introduction to fraud: Nature of fraud, why commit fraud, the fraud triangle, Different elements of fraud, fighting frauds-an overview; Fraud Prevention – various approaches; Anomalies Vs Frauds.

Unit II  (Lectures: 14)
Types of Fraud: Frauds against organizations, consumer fraud, bankruptcy, divorce and tax fraud, fraud in e-commerce, security fraud, bank fraud, financial statement fraud, revenue and inventory related fraud, liability, assets and corporate disclosure frauds.

Unit III  (Lectures: 12)
Fraud Investigation: Investigating theft acts, investigating concealments, conversion investigation methods, inquiry method, business intelligence and fraud reports.

Unit IV  (Lectures: 20)
Fraud detection: Recognizing the symptoms of fraud; Data driven fraud detection using predictive analytics and forensic analytics (Nigrini approach). Case Study: Two Indian and two international case studies.

Text Books:
2. W. Steve Albrecht, Conan C. Albrecht, Mark Zimbelman: Forensic Accounting and Fraud Examination, Cengage Learning
SKILL ENHANCEMENT COURSE (SEC)
SEC I: IT Tools for Business

Course Objective:
To understand the navigation and functioning on the Computer System to facilitate faster process with big data.

Learning Outcomes:
- Understand the working on Spreadsheet, Word, Power Point etc.
- Understand the various shortcuts for faster functioning on the computer system.
- Able to prepare effective presentations for different purposes.

Course content:

Unit I (Lectures: 15)
Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define.
Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command.
Printing and protecting worksheets: Adjusting margins, creating header and footer, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet. Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver). Exchanging data using clipboard, object linking and embedding.

Unit II (Lectures: 15)
Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.
Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents.
Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography. Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.

**Unit III**  
(Lectures: 15)
Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images.
Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons. Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

**Unit IV**  
(Lectures: 10)
Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types, Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships and Integrity Rules, Join Properties, Record manipulation, Sorting and Filtering. Select data with queries: Creating Query by design and by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating and working with table joins. Using operators and expressions: Creating simple and advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header and Footer, Placing Controls on reports, sorting and grouping, Creating Sub reports.

**Text Books**
2. Muthukumaran, B.: Information Technology in Management, Oxford
References
SEC II: Personality Development and Communication Skills

Course Objective:
The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

Learning Outcomes:
- Understand the importance of written communication in day-to-day working of the organisation
- Develop inter personal skills and problem solving skills
- Understand the role of body language in effective communication

Course Content:

Unit I (Lectures: 18)
Techniques in Personality development a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning

Unit II (Lectures: 17)
Written communication: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

Unit III (Lectures: 20)
Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking

Text Book:
1. Kumar, Sanjay and Pushplata, Communication Skills, Oxford University Press

References:
1. Mandal, S.K., Effective Communication and Public Speaking, Jaico Publishing
2. Nirali Prakashan, Communication Skills and Personality Development
3. Mitra, B.K., Personality Development and Soft Skills; OUP
4. Soft Skills, Career Development Centre, Green Pearl Publications.
Course Objective:
Familiarise students with a statistical package for data analysis related to the Statistics and Market Research papers and which will also help in the Research Project. Any user friendly statistical package depending on resources available at each institution can be used. For example SPSS, PSPP (open source)/ or any other equivalent. Some of the statistical analysis functions are also available in add in tools in Excel.

Learning Outcomes:
- Introduction to the comprehensive pack of statistical software
- Understand the working of different tests like T-tests Chi square tests etc. on SPSS
- Perform correlation, regression or cluster analysis for research projects in different fields

Course contents:

Unit I
Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables

Unit II
Running Statistical Procedures – data entry and interpretation of the output
Descriptive Statistics; T-tests; Chi Square test ; One way Anova; Correlation; Linear regression including multiple regression; Cluster analysis; Discriminant Analysis; Factor analysis/Principal Components Analysis

Text Books:
1. Hair, Joseph F.; Black, William C.; Babin, Barry J.; Anderson, Rolph E., Multivariate Data Analysis, Pearson Publication
3. Gaur, Ajai S; Gaur, Sanjaya S, Statistical methods for practice and research: A guide to data analysis using SPSS, Sage publication
SEC IV: Research Software package (s)

Course Objective:
The objective is to learn computerized accounts and extraction of data from a financial database. These will enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, especially the Research Project.

Learning Outcomes:
- Introduction to the comprehensive pack of financial accounting software and financial databases
- Learn the creation of a new company and step-by-step procedure involved in the preparation of final accounts
- Enable the extraction, export and filtration of data in a spreadsheet for analytical purpose

Course content:

Unit I (Lectures: 25)
Financial Accounting Software Package: For students’ learning, free versions of Accounting Software Packages are available on the internet. For example Tally (free student version), GNUCASH (open source) or any other equivalent. A student is expected to learn the following by using any reputed Accounting Software Package: Understanding the facilities provided by the Accounting Software Package. Understanding user interface. Customizing software features to suit the users’ requirements.

Unit II (Lectures: 30)
Extraction of Data and Analysis: Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent. A student is expected to be able to extract the following types of data
- For an index, an industry and company data
- Selection of company/s, period to be studied
- Creation of a peer group
- Use of filters for data query
- Data extraction from balance sheet, profit and loss statement and cash flow statements
• Stock market data- price and volume, BSE/NSE, adjusted prices
• Saving and exporting data to a spreadsheet for further analysis

Text Books:
Course objective:
The objectives of the course are to introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general. In addition, this skill enhancement paper will provide elementary knowledge to students to acquaint with the art and skill of developing websites using relevant software tools.

Learning Outcomes:
- Understand the fundamental principles of e-Business and e-Commerce and the role of Management
- Learn the underlying used technologies with emphasis on Internet Technologies, and
- Enable the application of tools and services to the development of small scale e-Commerce applications

Course contents:

Unit I (Lectures: 9)

Unit II (Lectures: 9)

Unit III (Lectures: 13)
Technology in e-commerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL’s and HTTP, cookies. Building and hosting your website: choosing an ISP, registering a domain name, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value

Unit IV (Lectures: 10)
Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.
Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams

Unit V  (Lectures: 9)

Unit VI  (Lectures: 10)
Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services. E-core values: ethical issues, legal issues, taxation issues and international issues.

Text Books:
SEC VI: Basic Econometrics with software

Course Objective:
This course provides basic econometric concepts, understanding through softwares. It covers estimation and diagnostic testing of simple and multiple regression models.

Learning Outcomes:
- Introduction to the basics of econometrics and its application in the field of research.
- Understand the basic assumptions of classical model, consequences in the event of violations and remedies to be performed.
- Learn how to deal with outliers in the primary/secondary data while undertaking the analysis.
- Run the different regression models, interpret the results and prepare research projects

Course Content:
Unit I (Lectures: 15)
Introduction to Econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation And BLUE, Properties of estimators, Multiple Regression Model and Hypothesis Testing Related to Parameters – Simple and Joint.

Unit II (Lectures: 15)
Assumptions Violations; understanding of assumptions, what is the consequences if violated, their identification, how to take care.
- Zero Mean of error
- Homoscedasticity
- Non-autocorrelation
- Uncorrelatedness of regressor and disturbance
- Normality
- Non-Stochastic Regressor

Unit III (Lectures: 10)
Outliers and Influential Points; understanding, deduction and how to take care goodness of fit.

Unit IV (Lectures: 15)
- How to report results of the Regression?
- How to decide which Regression Model provides a better fit?
- Interpretation of functional forms of regression model.
- Scaling effect in Regression ...
- Point and Interval Estimation of parameters of the Regression Model
Recommended Computer Package to be used: R, E-VIEWS etc.

Text Books:

References:
Course Objective:
This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Learning Outcomes:
- Understand the role of entrepreneurship and explore the recent trends emerging in this field
- Learn the various forms, functions and stages of entrepreneurship prevalent in today’s world.
- Learn the multi-faceted role of entrepreneur and intricacies involved in arranging finance.

Course Contents:

Unit I  (Lectures: 15)
The evolution of the concept of entrepreneurship, John Kao’s Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

Unit II  (Lectures: 10)
Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

Unit III  (Lectures: 15)
Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

Unit IV  (Lectures: 15)
The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession
and continuity; women's issues in the family business; Encouraging change in the family business system.

**Financing The Entrepreneurial Business:** Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

**Text Books:**

**References:**
3. John Kao, Creativity and Entrepreneurship
9. Scarborough and Zimmerer, Effective Small Business Management
Course Objective:
The objective of this paper is to make the students aware about the importance of ethics in the business, practices of good governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Learning Outcomes:
- Understand the importance of ethics and corporate governance in the day-to-day working of organizations
- Learn the issues involved in maintaining ethics/ corporate governance and how to deal with such situations
- Understand the role of auditors and whistle blowers in fulfilling organizations’ responsibility towards society.

Course Contents:

Unit I (Lectures: 10)

Unit II (Lectures: 15)
Corporate governance: concept, need to improve corporate governance standards, Features of good governance, corporate governance abuses, Role played by regulators to improve corporate governance. Different Approaches to Corporate Governance, Leadership and Corporate Governance, Different models of Corporate Governance, Landmarks of Corporate Governance, Rights and Privileges of shareholders, Investor’s Problem and protection, Corporate Governance and Other Stakeholders, Board of Directors; Role, Duties and Responsibilities of Auditors, Bank and Corporate Governance, Business Ethics and Corporate Governance.

- International experience- UK scenario(Cadbury, Greenbury and Hampel committee; US scenario (Tread way commission, Blue ribbon committee, Sarbanes Oxley act); OECD principles
- Indian experience- imperatives, CII code of best practices, Kumar Mangalam Birla, Naresh Chandra, Narayan Murthy committee report, Accounting standards and corporate governance, Corporate governance rating- need, importance, process, parameters
Unit III  
(Lectures: 15)

Unit IV  
(Lectures: 15)

Text Books:

References:
5. Christine and Mallin-Corporate Governance, Oxford Publication
6. Bob Tricker - Corporate Governance, Oxford Publication
8. Lynn Sharp Paine, Cases in Leadership, Ethics and Organizational Integrity- A strategic Perspective, 2000
9. Economic India, Reports on Corporate Governance, Academic Foundation, 2004
10. Indrajit Dube- Corporate Governance, Lexis Nexis Butter worths Wadhwa, 2009
11. Fredrick, Lawerence and Williams- Society and Business
12. K.M. Mittal - Social Responsibility of Business
13. Tom MC Evans - Managing Values and Believes in Organization
15. Adrian Davies - Strategic Approach to Corporate Governance
16. N. Gopalsamy - Corporate Governance a new paradigm
17. N. Balasubramaniam - Corporate Board and Governance
GE III: Organizational Behavior

Course Objective:
To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization.

Learning Outcomes:
- Develop understanding of different approaches to designing organizational structures.
- Understand the role of personality, learning and emotions at work.
- Discover and understand the concept of motivation, leadership, power and conflict.
- Understand the foundations of group behaviour and the framework for organizational change and development.

Course contents:

Unit I (Lectures: 10)

Unit II (Lectures: 15)

Unit III (Lectures: 15)
Unit IV


Text Books:
3. Stoner and Wankel: Management

References:
1. Stephen P. Robbins and Mary Coulter: Management, Pearson
4. Richard L. Daft, Principles of Management, Cengage Learning, India
Course Objective:
This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers estimation and diagnostic testing of simple and multiple regression models. The course also covers application in Accounting and Finance.

Learning Outcomes:
- Introduction to the basic concepts of econometrics like data, population, estimator etc.
- Understand the various assumption underlying the classical linear regression model
- Learn the impact of violating the above mentioned assumptions on the regression model
- Learn the various types of time series model

Course Contents:

Unit I (Lectures: 10)
Introduction to Econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation And BLUE, Properties of estimators, Multiple Regression Model and Hypothesis Testing Related To Parameters – Simple and Joint.

Unit II (Lectures: 15)
Violations of Classical Assumptions; their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions, goodness of fit.

Unit III (Lectures: 15)
Time Series Models: Test of stationary- Unit Root Test: Intercept Stationarity, Trend Stationarity, and Difference Stationarity. Weak Stationarity and Strong Stationarity

Unit IV (Lectures: 15)
Dummy variables: Intercept dummy variables, slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/Binary/Structural changes, Other Functional Forms, Qualitative Response Regression Models or Regression Models with Limited Dependent Variables - Use of Logit, and Probit Models

Recommendation Computer Package to be used: Most of Financial data estimation revolves around Time Series Estimation and Forecasting. Using software like E Views, SPSS and STATA solving real life problems and checking assumptions and taking care of assumptions violations and testing goodness of fit.

Text Books:

References:
GE V: Production and Operations Management

Course Objectives:
To understand the production and operation function and familiarize students with the technique for planning and control.

Learning Outcomes:
- Understand the role and contribution of Operations Management in achieving organizational competitiveness
- Understand the difference and similarity between goods and services.
- Learn basic analytical skills and tools useful in studying operations in an organization.
- Understand the basic concept of technology management and its relevance to operations management

Course Contents:

Unit I (Lectures: 10)
Introduction to Production and Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute. Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card Kanban Production Control system.

Unit II (Lectures: 15)
Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, Mean Absolute Deviations (MAD). Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (First come first served (FCFS), Shortest processing time (SPT), Earliest due date (EDD), Longest processing time (LPT), Critical Ratio (CR)) and Johnson’s rule on two machines, Gantt charts.

Unit III (Lectures: 15)
Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), Computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions and Models: Facility Location – Objective, factors that influence
location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV (Lectures: 15)
Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common and assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population (question based on M/M/1).

Text Books:
2. Heizer Jay and Render Barry, Production and Operations Management, Pearson Education.

References:
1. S.P. Gupta, Statistical methods, Sultan Chand and Sons.
2. Adam, E.E and Ebert, Production and operations Management, Prentice Hall of India, New Delhi.
5. Gaither and Frazier, Operations Management, Thomson South-Western
Course Objective:
To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Learning outcomes:
- Introduction to the whole gamut of business research and its underlying concepts
- Understand the various techniques used in the collection of primary data and challenges involved
- Enable the in-depth analysis of data for academic/commercial purpose

Course Contents:

Unit I (Lectures: 10)

Unit II (Lectures: 15)
Primary Data Collection: Survey Vs Observations. Random sample collection methods. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques.

Unit III (Lectures: 15)
Measurement and Scaling: Primary scales of Measurement-Nominal, Ordinal, and Interval and Ratio. Scaling techniques - paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form and design. Fundamentals of Scale Evaluation-Reliability, Validity and Generalizability Sampling: Sampling techniques, determination of sample size using statistical techniques, Cronbach’s Alpha test for reliability (using software).

Unit IV (Lectures: 15)
Data and the Methods of Analysis: Analysis of Variance (ANOVA) One-Way and Two-Way, Chi square test (goodness of Fit). Multivariate Data Analysis: Factor Analysis (Principal Component Analysis), Discriminant Analysis. Above statistical test also to be explained using statistical software package.
**Text Books:**

**References:**

Course Objective:
This paper discusses the basics of Financial Management with an objective of making individuals without any Finance background. The readers will be able to understand the basics of financial planning, Instruments available in financial markets and personal financial planning.

Learning Outcome:
- Learn the basics of financial management and how these are relevant in understanding financial world.
- Awareness of different types of financial markets, gather knowledge about the financial instruments available in the markets, trading in stock market, different types of banks and other non-financial intermediaries beside the personal finance.

Course Contents:

Unit I (Lectures: 15)
Introduction to financial management: Evolution, objective and interface of financial management with other functional areas. Concept of Time Value of money: role of time value of money in finance, computation of present values and future values, single cash flow, multiple cash flow streams, annuities, growing annuities, perpetuities, growing perpetuities, the frequency of compounding and discounting etc. Long term financial decisions: Concept of cost of capital, factors affecting cost of capital, overall cost of capital, weighted average cost of capital. Long term investment decisions: Capital Budgeting- introduction and importance of capital budgeting decisions, techniques of capital budgeting- NPV, IRR, NPV vs IRR, sources of positive NPV and selection of appropriate technique.

Unit II (Lectures: 15)
Introduction to financial Markets: Introduction and functions of financial market, study of Indian financial market. Types of financial markets: money market, capital market- Primary and secondary market, forex market, debt market. Instruments of financial market: Call money market, T-Bills, Commercial bills, commercial papers and certificate of deposits, Government (G-Sec/ Gilt- edged) securities, sovereign gold bonds. Trading in Stock Market: Eligibility, Demat account, Trading mechanism, Settlement, major stock exchange- National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over the Counter Exchange of India (OTCEI); various stock market indices- SENSEX and NIFTY. Overview of Derivative trading.

Unit III (Lectures: 10)
Banking operations: Kinds of banking companies- commercial banks, private sectors banks, public sector banks, development banks, investment banks, Licensing of banks in India, concept of Real Time Gross Settlement (RTGS), National Electronic Fund Transfer (NEFT), Immediate
Payment System (IMPS), Core banking solutions and RBI. Other financial intermediaries: Non-banking financial companies- types, role and functions, Provident funds, pension funds- objective and functions, Real assets: land and house property, Mutual funds, Insurance etc.

**Unit IV**  
(Lectures: 15)  
Personal Finance: Setting short and long term financial goals; Personal Budgeting, Regular Saving Schemes; Individual Tax Planning; Superannuation planning; Wealth protection and Management; Estate planning; Succession Planning.

**Text Books:**  
GE VIII: Tax Planning For Individuals

Course Objective:
The objective of this course is to acquaint students with the Income tax structure and its implications of tax planning for individuals.

Learning Outcome:
• Identify the relevance of tax planning required by an individual and various opportunities to avail the tax benefits.

Course Contents:

Unit I (Lectures: 10)
Basic concepts: income, Agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax. Residential status of all person, and its effect on tax incidence. Exempted income under section 10 (in relation to individuals).

Unit II (Lectures: 15)
Computation of income under the heads: Salaries, Income from house property.

Unit III (Lectures: 12)
Computation of income under the heads: Profits and gains of business or profession, Capital gain, Income from other sources.

Unit IV (Lectures: 18)
Clubbing of income, set-off and carry forward of losses, Deductions under Chapter VI-A (with special mention to planning), rebates and reliefs, Computation of total income and tax liability of individuals and Partnership firm. Preparation of return of income manually and through software, Provision and Procedures of Compulsory Online filing of returns for specified assesses. Assessment procedure. Tax planning, tax management, tax evasion, tax avoidance

Text Books:
1. Dr. Vinod K Singhania and Dr. Monica Singhania; Students guide to income tax, Taxmann Publications.
4. S.P Goyal; Direct tax planning: Sahitya Bhawan.

References:
1. Finance Act for relevant Assessment Year
2. CBDT Circulars
3. Latest court judgement