

**L. N. MISHRA INSTITUTE OF ECONOMIC  
DEVELOPMENT AND SOCIAL CHANGE,  
PATNA**



**SYLLABUS  
*for*  
MASTER OF BUSINESS ADMINISTRATION  
FINANCE (MBA FINANCE)  
PROGRAMME**

*Based on*

**Choice Based Credit System (CBCS)  
(2025-2027 onwards)**

**[www.lnmipat.ac.in](http://www.lnmipat.ac.in)**

**L. N. Mishra Institute of Economic Development and Social Change, Patna**

***Teaching Pedagogy:***

***Lectures, Presentation, Case Study, Video, Simulation, and Group Activities.***

## **Introduction to Choice Based Credit System (CBCS):**

The CBCS provides an opportunity to the students for choosing the courses from the prescribed list of courses comprising the core, elective/minor or skill-based courses. The courses can be evaluated on the basis of grading system, which is considered to be better than the conventional marking or evaluation system. Grading system provides uniformity in the evaluation and computation of the **Cumulative Grade Point Average (CGPA)** based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in the evaluation system also enables the potential employers to assess the performance of the candidates.

## **Basic connotation of various terms commonly used in Choice Based Credit System CBCS:**

**Academic Program** - means an entire course of study comprising its program structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/Centre.

**Course** - means a segment of a subject that is part of an Academic Program.

**Program Structure** - means a list of courses (Core, Elective, Practical, Project, etc.) that makes up an Academic Program, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes.

**Core Course** - means a course that a student admitted to a particular program must successfully complete to receive the degree and which cannot be substituted by any other course.

**Elective Course** - means an optional course to be chosen or selected by a student out of such courses offered in the same or any other Department/Centre.

**Credit** - means the value assigned to a course which indicates the level of instruction; One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical class could be proposed as part of a course or as a separate practical course.

**SGPA** - means **Semester Grade Points Average** calculated for the courses of a particular semester.

**CGPA** - is **Cumulative Grade Points Average** calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.

**Grand CGPA** - is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters.

### **Conversion of Marks into Grades**

In each course, numeric scores will be awarded to both the evaluation components: Internal Assessment and End-semester Examination. Internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, class participation, discipline, etc. The total score in a paper is obtained by adding the internal assessment marks and the End-semester Examination marks. The total score obtained in a paper is converted to a letter grade on the basis of the grading scale given below:

<b>Marks</b>	<b>Grade</b>	<b>Grade Points</b>
90+	A+	10
80+	A	9
70+	B	8
60+	C	7
50+	D	6
40+	P	5
	F	0

**Grade Points:** To be considered on the basis of the grading scale table given above.

**CWP (Credit Weightage Point)** = Grade Point x Credit Point

**SGP (Semester Grade Point)** =  $\sum \text{CWP}$

**SGPA (Semester Grade Point Average)** =  $\frac{\sum \text{CWP}}{\sum \text{Credit Points}}$

**CGPA (Cumulative Grade Point Average)** =  $\frac{\sum \text{SGP}}{\sum \text{Credit Points}}$

## **MBA FINANCE (Two-Year Full-Time) Program Details:**

### **Program Structure:**

The Master of Business Administration (MBA) is a full time Program of two years and each year consists of two semesters which are given in the table below.

<b>Years</b>	<b>Semester - Odd</b>	<b>Semester- Even</b>
First Year	Semester - I	Semester - II
Second Year	Semester - III	Semester - IV

### **Course Credit Scheme:**

<b>Semester</b>	<b>Core Courses</b>			<b>Total Credits of the Program</b>
	<b>No. of papers</b>	<b>Credits of each paper</b>	<b>Total Credits</b>	
I	8	4	32	32
II	8	4	32	32
III	8	4	32	32
IV	8	4	32	32
<b>Total Credits for the Course</b>	32		<b>128</b>	<b>128</b>

**Note:** 10 Hours = 1 Credit

- For each Core and Elective Course, there will be four (4) lecture hours of teaching per week.
- Duration of examination of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

### **Semester-wise Course Credit System:**

<b>Semester I</b>					
<b>Sl. No.</b>	<b>Number of Core Courses with code to be offered in SEMESTER – I.</b>	<b>Credits in each core course</b>			
		<b>Theory</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Credits</b>
1	MBF - 25/I/01	4	NA	NA	4
2	MBF - 25/I/02	4	NA	NA	4
3	MBF - 25/I/03	4	NA	NA	4
4	MBF - 25/I/04	4	NA	NA	4
5	MBF - 25/I/05	4	NA	NA	4
6	MBF - 25/I/06	4	NA	NA	4
7	MBF - 25/I/07	4	NA	NA	4
8	MBF - 25/I/08	4	NA	NA	4
<b>Total credits in core courses</b>		<b>32</b>			<b>32</b>

<b>Semester II</b>					
<b>Sl. No.</b>	<b>Number of Core Courses with code to be offered in SEMESTER – II.</b>	<b>Credits in each core course</b>			
		Theory	Practical	Tutorial	Credits
1	MBF - 25/II/01	4	NA	NA	4
2	MBF - 25/II/02	4	NA	NA	4
3	MBF - 25/II/03	4	NA	NA	4
4	MBF - 25/II/04	4	NA	NA	4
5	MBF - 25/II/05	4	NA	NA	4
6	MBF - 25/II/06	4	NA	NA	4
7	MBF - 25/II/07	4	NA	NA	4
8	MBF - 25/II/08	4	NA	NA	4
<b>Total credits in core courses</b>		<b>32</b>			<b>32</b>
<b>Semester III</b>					
<b>Sl. No.</b>	<b>Number of Core Courses with code to be offered in SEMESTER – III.</b>	<b>Credits in each core course</b>			
		Theory	Practical	Tutorial	Credits
1	MBF - 25/III/01	4	NA	NA	4
2	MBF - 25/III/02	4	NA	NA	4
3	MBF - 25/III/03	4	NA	NA	4
4	MBF - 25/III/04	4	NA	NA	4
5	MBF - 25/III/05	4	NA	NA	4
6	MBF - 25/III/06	4	NA	NA	4
7	MBF - 25/III/07	4	NA	NA	4
8	MBF - 25/III/08	4	NA	NA	4
<b>Total credits in elective courses</b>		<b>32</b>			<b>32</b>
<b>Semester IV</b>					
<b>Sl. No.</b>	<b>Number of Core Courses with code to be offered in SEMESTER – IV.</b>	<b>Credits in each core course</b>			
		Theory	Practical	Tutorial	Credits
1	MBF - 25/IV/01	4	NA	NA	4
2	MBF - 25/IV/02	4	NA	NA	4
3	MBF - 25/IV/03	4	NA	NA	4
1	MBF - 25/IV/04	4	NA	NA	4
2	MBF - 25/IV/05	4	NA	NA	4
3	MBF - 25/IV/06	4	NA	NA	4
4	MBF - 25/IV/07	4	NA	NA	4
5	MBF - 25/IV/08	4	NA	NA	4
<b>Total credits in elective courses</b>		<b>32</b>			<b>32</b>

### **Program Objectives (POs):**

MBA FINANCE—the two-year full-time program is designed with the objectives to develop highly adept professional managers, capable of working in diverse sectors, continuously striving for excellence in performance, propagating thought leadership and contributing to the welfare of the society at large.

The curriculum of the continuously evolving MBA FINANCE - two-year full-time program rests on two pillars: one, providing a strong analytical foundation in key functional areas and the other, enabling a high degree of academic flexibility, thereby allowing students to customize their MBA experience.

The program nurtures and develops world-class business leaders with personalized care and attention, in small workgroups and teams and in a practical, application-oriented environment. Every year aspirants avail the opportunity of realizing their dreams through this program after proving their mettle in one of the most rigorous selection processes.

### **Program Learning Outcomes (PLOs):**

The faculty strives to achieve the following learning outcomes from MBA FINANCE (Full-Time) program:

**PLO1:** Helps students in becoming highly adept professional managers.

**PLO2:** Helps students explore the practical application of the management concept.

**PLO3:** Empowers students in developing their capability to do creative innovation and the ability to execute the same in real-life situations.

**PLO4:** Helps students create synergies amongst the most diverse set of variables and their ability to continuously learn, improvise, adapt, energize, excel and grow.

**PLO5:** Encourages students on their professional development plans by reflecting on their first year's learning and Summer Internship experiences.

**PLO6:** Provides a strong analytical foundation in key functional areas as well as a high degree of academic flexibility, thereby enabling them to take up leadership roles in future.

**PLO7:** Inculcate respect for diversity, sensitivity towards societal needs and ethical attitude

**Semester-wise Course Credit Scheme with ESE & IA:**

<b>SEMESTER - I</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>ESE (Marks)</b>	<b>IA (Marks)</b>	<b>Full (Marks)</b>	<b>L/T/P</b>	<b>Credit</b>
<b>CORE COURSES (THEORY)</b>						
MBF - 25/I/01	<b>Management Concepts &amp; Organisational Behaviour</b>	70	30	100	4/-/-	4
MBF - 25/I/02	<b>Quantitative Techniques for Management</b>	70	30	100	4/-/-	4
MBF - 25/I/03	<b>Managerial Economics</b>	70	30	100	4/-/-	4
MBF - 25/I/04	<b>Accountings and financial Analysis</b>	70	30	100	4/-/-	4
MBF - 25/I/05	<b>Business Communication</b>	70	30	100	4/-/-	4
MBF - 25/I/06	<b>Business Environment and Law</b>	70	30	100	4/-/-	4
MBF - 25/I/07	<b>Information Technology Management</b>	70	30	100	4/-/-	4
MBF - 25/I/08	<b>Production &amp; Operations Management</b>	70	30	100	4/-/-	4
<b>**TOTAL</b>				800	32/-/-	32

\*\*\* All courses are compulsory.

<b>SEMESTER - II</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>ESE (Marks)</b>	<b>IA (Marks)</b>	<b>Full (Marks)</b>	<b>L/T/P</b>	<b>Credit</b>
<b>CORE COURSES (THEORY)</b>						
MBF - 25/II/01	<b>Financial Management</b>	70	30	100	4/-/-	4
MBF - 25/II/02	<b>Marketing Management</b>	70	30	100	4/-/-	4
MBF - 25/II/03	<b>Human Resources Management</b>	70	30	100	4/-/-	4
MBF - 25/II/04	<b>Management Accounting</b>	70	30	100	4/-/-	4
MBF - 25/II/05	<b>Operations Research and Management</b>	70	30	100	4/-/-	4
MBF - 25/II/06	<b>Strategic Management</b>	70	30	100	4/-/-	4
MBF - 25/II/07	<b>Wealth Management</b>	70	30	100	4/-/-	4
MBF - 25/II/08	<b>Management of Information Systems</b>	70	30	100	4/-/-	4
<b>**TOTAL</b>				800	32/-/-	32

\*\*\* All courses are compulsory.



<b>SEMESTER - III</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>ESE (Marks)</b>	<b>IA (Marks)</b>	<b>Full (Marks)</b>	<b>L/T/P</b>	<b>Credit</b>
<b>CORE COURSES (THEORY)</b>						
MBF - 25/III/01	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	70	30	100	4/-/-	4
MBF - 25/III/02	<b>FINANCIAL MARKETS AND INSTITUTIONS</b>	70	30	100	4/-/-	4
MBF - 25/III/03	<b>MERCHANT BANKING AND FINANCIAL SERVICES</b>	70	30	100	4/-/-	4
MBF - 25/III/04	<b>PROJECT PLANNING, ANALYSIS AND MANAGEMENT</b>	70	30	100	4/-/-	4
MBF - 25/III/05	<b>MANAGEMENT CONTROL SYSTEM</b>	70	30	100	4/-/-	4
MBF - 25/III/06	<b>CORPORATE TAXATION</b>	70	30	100	4/-/-	4
MBF - 25/III/07	<b>FINANCIAL ANALYTICS</b>	70	30	100	4/-/-	4
<b>PROJECTS AND VIVA-VOCE</b>		<b>Viva- Voce (Marks)</b>	<b>Project Report (Marks)</b>			
MBF - 25/III/08	<b>Summer Internship Program</b>	50	50	100		
<b>**TOTAL</b>				900	<b>28/-/-</b>	32

**\*\*\* All Theory, Project & Viva-Voce, courses are compulsory.**

<b>SEMESTER - IV</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>ESE (Marks)</b>	<b>IA (Marks)</b>	<b>Full (Marks)</b>	<b>L/T/P</b>	<b>Credit</b>
<b>CORE COURSES (THEORY)</b>						
MBF - 25/IV/01	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>	70	30	100	4/-/-	4
MBF - 25/IV/02	<b>FINANCIAL DERIVATIVES</b>	70	30	100	4/-/-	4
MBF - 25/IV/03	<b>FINANCIAL RISK MANAGEMENT</b>	70	30	100	4/-/-	4
MBF - 25/IV/04	<b>FIXED INCOME SECURITIES</b>	70	30	100	4/-/-	4
MBF - 25/IV/05	<b>FINANCIAL REPORTING</b>	70	30	100	4/-/-	4
MBF - 25/IV/06	<b>MERGERS AND CORPORATE RESTRUCTURING</b>	70	30	100	4/-/-	4
MBF - 25/IV/07	<b>STRATEGIC COST MANAGEMENT</b>	70	30	100	4/-/-	4
MBF - 25/IV/08	<b>BEHAVIORAL FINANCE</b>	70	30	100	4/-/-	4
<b>**TOTAL</b>				800	<b>28/-/-</b>	32

**\*\*\* All Theory courses are compulsory.**

**Semester wise Details of MBA FINANCE (Full Time) Courses**

**FIRST YEAR:**

The schedule of First Year shall comprise of two semesters: Semester I and Semester II. All the courses in both Semesters – I & II are Core/Compulsory. The schedule of courses during the first year of the program shall be as follows:

**SEMESTER – I: MBF - 25/I/01 to MBF - 25/I/08**

MBF - 25/I/01: MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

MBF - 25/I/02: STATISTICAL METHODS FOR DECISION MAKING

MBF - 25/I/03: MANAGERIAL ECONOMICS

MBF - 25/I/04: ACCOUNTING AND FINANCIAL ANALYSIS

MBF - 25/I/05: BUSINESS COMMUNICATION

MBF - 25/I/06: BUSINESS ENVIRONMENT AND LAW

MBF - 25/I/07: INFORMATION TECHNOLOGY MANAGEMENT

MBF - 25/I/08: PRODUCTION & OPERATIONS MANAGEMENT

**SEMESTER – II: MBA - 20/II/01 to MBA - 20/II/08**

MBF - 25/II/01: FINANCIAL MANAGEMENT

MBF - 25/II/02: MARKETING MANAGEMENT

MBF - 25/II/03: HUMAN RESOURCES MANAGEMENT

MBF - 25/II/04: MANAGEMENT ACCOUNTING

MBF - 25/II/05: OPERATIONS RESEARCH

MBF - 25/II/06: STRATEGIC ANALYSIS

MBF - 25/II/07: WEALTH MANAGEMENT

MBF - 25/II/08: MANAGEMENT OF INFORMATION SYSTEMS

**Summer Internship Project:**

On completion of the first two semesters in the first year and before the commencement of the third semester in the second year, a student is required to undergo summer training for *eight weeks* in an organization. A project report based on the summer internship shall be submitted within *four weeks* from the commencement of the third semester.

**SECOND YEAR:**

The schedule of Second Year shall comprise of two semesters: Semester III and Semester IV. The schedule of papers during the second year of the program shall be as follows:

**SEMESTER – III: MBF - 25/III/01 to MBF - 25/III/08**

MBF - 25/III/01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

MBF - 25/III/02: FINANCIAL MARKETS AND INSTITUTIONS

MBF - 25/III/03: MERCHANT BANKING AND FINANCIAL SERVICES

MBF - 25/III/04: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

MBF - 25/III/05: MANAGEMENT CONTROL SYSTEM

MBF - 25/III/06: CORPORATE TAXATION

MBF - 25/III/07: FINANCIAL ANALYTICS

MBF - 25/III/08: SUMMER INTERNSHIP PROJECT

**SEMESTER – IV: MBF - 25/IV/01 to MBF - 25/IV/08**

MBF - 25/IV/01: INTERNATIONAL FINANCIAL MANAGEMENT

MBF - 25/IV/02: FINANCIAL DERIVATIVES

MBF - 25/IV/03: FINANCIAL RISK MANAGEMENT

MBF - 25/IV/04: FIXED INCOME SECURITIES

MBF - 25/IV/05: FINANCIAL REPORTING

MBF - 25/IV/06: MERGERS AND CORPORATE RESTRUCTURING

MBF - 25/IV/07: STRATEGIC COST MANAGEMENT

MBF - 25/IV/08: BEHAVIORAL FINANCE

## **Course Wise Contents**

### **CORE / COMPULSORY COURSES**

#### **SEMESTER - I**

##### **MBF - 25/I/01: MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

###### **Objectives**

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

###### **UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

###### **UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

###### **UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

###### **UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

###### **UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

## **REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, NewDelhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi, 2008*

## **MBF - 25/I/02: STATISTICAL METHODS FOR DECISION MAKING**

### **Course Objectives:**

The objective of the course is

- To make the students familiar with basic statistical techniques and their applications.
- To understand the basic concept of central tendency and measures of variations
- To develop an understanding on correlation and regression and the concepts applications of time series and Index numbers
- To understand the concept of probability and estimation of parameters
- To explain characteristics of sampling and sampling distribution and testing of hypothesis.

Data collection, presentation and analysis are important for decision making. Students should possess the skills to extract actionable information from data and apply them. This introductory course will equip students with such skills.

### **Course Learning Outcomes:**

After the completion of this course, students will be able to:

- Describe the basic concepts of statistics and collection and presentation of data using various classification and tabulation methods.
- Demonstrate the knowledge of central tendency and variations and apply them in solving various problems
- Analyse the data using correlation and regression techniques and using the conceptual knowledge of Index numbers in solving problems.
- Analyse any problems using probability techniques and demonstrate the conceptual knowledge on parameters.
- Analyse the population parameters using sampling techniques and undertake decision making process using testing of hypothesis.

### **Course Contents:**

**Unit I: Statistics: An Overview** – Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and Scope of Statistics (especially in Business Management).

**Unit II: Fundamentals of Probability** – Concept and Definition of Probability, Counting rules for determining the number of outcomes, Rules of Probability and Algebra of events. Probability tree diagram, The Bayes' Theorem.

**Unit III: Probability Distributions** – Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable. Discrete probability distributions – Binomial and Poisson. Continuous probability distributions – Normal, Approximation of Binomial and Poisson distribution of normal distribution.

**Unit IV: Measure of Central Tendency**- Objectives of averaging, Requisites of measure of central tendency. Mathematical averages – Arithmetic Mean (Simple and weighted), geometric mean, harmonic mean. Averages of position – Median and Mode. Partition values – Quartiles, Deciles, and Percentiles. Relationship between Mean, Median, and Mode. Comparisons between measures of central tendency.

**Unit V: Measure of Dispersion** – Significance of measuring dispersion (Variation). Classification of measure of dispersion. Distance measures – Range and Interquartile range or deviation. Average deviation measures – Mean absolute deviation, Variance and standard deviation. Chebyshev's Theorem. Coefficient of variation. Skewness, Moments, and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.

**Unit VI: Importance of Index Numbers in Business Studies:** Different methods of constructing Price and Quality Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

**Unit VII: Analysis of Time Series:** Components of a Time Series. Determination of secular trend and Seasonal variations in business data. Least Squares method as a tool for Forecasting.

**Unit VIII: Sampling Distribution & Test of Hypothesis** – Sampling Distribution – Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Type I and Type II Errors, One Tailed and Two Tailed Test, Parametric & Non Parametric test (Z-test, t-test, & Chi-square test)

**Unit IX: Correlation and Regression Analysis:** Karl Pearson's Coefficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

**Text Books:**

1. Alan Bryman & Emma Bell: Business Research Methods, Oxford University Press
2. Donald R. Cooper & Pamela S. Schindler: Business Research Methods. Tata McGraw Hill Education
3. Mark Saunders, Philip Lewis, & Adrian Thornhill: Research Methods for Business Students, Pearson Education, India.
4. Levin R. I. & Rubin D. S.: Statistics for Management, PHI, New Delhi.
5. Davis & Pecar: Business Statistics using Excel, Oxford University Press.
6. Sharma J. K.: Business Statistics, Pearson, New Delhi.
7. Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.

## **MBF - 25/I/03: MANAGERIAL ECONOMICS**

### **Objectives**

- To explain the basics of economics concepts and describe its application in managerial problems.
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making.
2. Understanding consumer behavior.
3. Understanding the production problem and how managers make input purchase decisions.
4. Understanding the various market structures and how supply is determined in each.
5. Understanding the external environment, common information problems faced/created by managers

### **UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

### **UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

### **UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

### **UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

### **UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

### **REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*



## **MBF - 25/I/04: ACCOUNTINGS AND FINANCIAL ANALYSIS**

### **Course Objectives:**

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organization. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

### **Course Learning Outcomes:**

1. Understanding how accounting decisions affect real company practices.
2. Understand the concepts of Depreciation, Inventory valuation and the methods employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Understanding consumer behavior.
5. Understanding the production problem and how managers make input purchase decisions.
6. Understanding the various market structure and how supply is determined in each.
7. Understanding the external environment, common information problems faced/created by managers.

### **Course Contents:**

**Unit I:** Accounting Theory: Concept, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards, Preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.

**Unit II:** Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Inventory Valuation, Methods, Policies of Indian Companies.

**Unit III:** Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies. Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information,

**Unit IV:** Cash Flow Statement, Preparing a statement of Cash Flows.

**Unit V:** Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.

### **Text Books:**

1. Pru Marriott, J R Edwards and Howard J Mellett: Introduction to Accounting, Sage Publication.
2. Vishwanathan S. R.: Corporate Finance, Sage Publication.
3. Robert S. Kaplan & Anthony A. Atkinson: Advanced Management Accounting, Pearson Education.
4. Mohamed Hanif and Amitabha Mukherjee: Financial accounting, McGraw Hill.

## **MBF - 25/I/05: BUSINESS COMMUNICATION**

### **Course Objectives:**

The aim of the course is to develop skills and competencies of students to become able to communicate effectively through written, oral and social medium. This course will make participants conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. The pedagogical focus of the course will be lecture cum workshop-based format with emphasis on practice and skills development.

### **Course Learning Outcomes:**

1. Understanding the role of communication in the organizational and Global Context
2. Understanding the basics of effective written and verbal communication
3. Understanding the theoretical models of communication and development in communication research
4. Analyzing one's own communication style in different contexts and mediums
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

### **Course Contents:**

#### **Unit I: Communication in Organizations**

Introduction to Business Environment and Communication, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication

#### **Unit II: Written Communication**

Planning and executing different types of messages, Writing reports, proposals and Business plans, Improving personal writing skills

#### **Unit III: Interpersonal Communication**

Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

#### **Unit IV: Cross Cultural Communication**

Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures

#### **Unit V: Career management and communication**

Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication.

### **Text Books:**

1. P. D. Chaturvedi and Mukesh Chaturvedi: Fundamentals of Business Communication, Pearson Education.
2. Neera Jain and Shoma Mukherji: Effective Business Communication, McGraw Hill.
3. Kelly M. Quintanilla and Shawn T. Wahl: Business and Professional Communication - KEYS for Workplace Excellence, Sage Publications.

### **Suggested Readings:**

1. Lehman, C. M., Dufrene D. D., & Sinha, M. (2016). *BCOM: The South Asian Perspective on Business Communication* (2nd ed.). New Delhi: Cengage Learning.
2. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. (1997). *Effective Business Communication* (7th Revised ed.). Boston: McGraw-Hill Companies.

3. Bovee, C., & Thill, J.V., & Raina, R.L. (2016). *Business Communication Today* (11thed.). Pearson
4. Mukerjee, H. S. (2012). *Business Communication* (2nded.). New-Delhi: Oxford University Press
5. Post Emily. (2005). *The Etiquette Advantage in Business* (2nd ed.). New York: Collins.
6. Sandra, M. O. (2004). *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

## **MBF - 25/I/06: BUSINESS ENVIRONMENT AND LAW**

### **Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

### **Course Learning Outcomes:**

1. Understanding the relevance of the basic macroeconomic variables and their measurement
2. Understanding economic growth and its determinants
3. Understanding the various medium-run and short-run macro-frameworks
4. Analyzing policies and the role of institutions
5. Understanding the basics of international economics

### **UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

### **UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

### **UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

### **UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

### **UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

### **REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphrey & Az-har Basheer**, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. Delhi, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

## **MBF - 25/I/07: INFORMATION TECHNOLOGY MANAGEMENT**

### **Course Objectives:**

The objective of this course is to develop micro-level individual competency amongst the participants with regard to contemporary Information Technology Tools and to develop an understanding of the data processing systems existing in organizations.

### **Course Learning Outcomes:**

1. Developing an appreciation of IT in General and Elements of IT Systems Setup for organizations and discussions on the emerging information technology
2. Familiarizing the students with the Indian IT Industry and the latest developments in the same
3. Help students appreciate the nuances of Data Processing Systems for organizations.
4. Providing hands-on dexterity to the students with regard to an executive software suite
5. Understanding the basics of networking and integrated information systems

### **Course Contents:**

**Unit I:** Computers: An Introduction; Computers in Business Organizations; Generations of Computers and Computer Languages; Personal Computers in Business; Elements of Information Technology: Hardware, Software, Data, Telecommunications and People; Planning an Information Technology set up for an organization. Discussion on emerging technologies such as Cloud, Social Media, IoT, Robotics, etc.

**Unit II:** Indian Computing Environment: Growth of IT Sector in India; Trends in IT and ITESs sectors; Applications of information technology in business, government and service organizations. E-Commerce and E-Governance. Latest developments in IT applications. Egovernance as a social transformational tool

**Unit III:** Modes of Data Processing: Computer Software Systems; Software Development Process; Data Design & Report Design; Data Files - Types/Organizations; Master & Transaction Files; Relevance of Data Base; Software/Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation; Programming Concepts; Use of Data Files in Programming. Management of Data Processing Systems in Organizations.

**Unit IV:** PC-Software Packages: An Introduction - Operating System and Windows; Text Processing Software. Introduction to spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Introduction to a micro data base manager. Presentation Graphics - Creating a Presentation on a PC.

**Unit V:** Management Systems and Integration of Applications. Application Portfolio Development. Internet: Intranets and Extranets; Application of Internet technology in organizations. Data Communications. Networking: LAN&WANs. Applications Service Providers and Internet Service Providers.

### **Text Books:**

1. Ramesh Behl: Information Technology for Management, McGraw Hill.
2. Jaytilak Biswas: Management Information Systems, Sage Publishing.
3. Kenneth E. Kendall: Emerging Information Technology - Improving Decisions, Cooperation, and Infrastructure, Sage Publishing.
4. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems: Managing the Digital Firm, Pearson Education.

**Suggested Readings:**

1. Bill, H., & Jaffe, B. D. (2012). *IT manager's handbook* (3rd ed.). New York: Morgan Kauffman.
2. Efraim, T., & Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7th ed.). NY: John Wiley & Sons.
3. George, K. (2008). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.
4. Lambert, J. & Frye, C. (2015). *Microsoft Office 2016 Step by Step*. Washington: Microsoft Press.
5. Lucas, Henry C. Jr. (2017). *Information Technology for Management* (7th Ed). McGraw Hill Education.
6. Rogers, D. (2016). *The Digital Transformation Playbook – Rethink Your Business for the Digital Age*. Columbia University Press
7. Westerman, George, et al. (2014). *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Publishing.
8. Williams, B. K., & Sawyer, S. C. (2014). *Using information technology: A practical introduction to computers & communications* (11th ed.). McGraw Hill Education.

## **MBF - 25/I/08: PRODUCTION & OPERATIONS MANAGEMENT**

### **Course objectives:**

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same. The course would also seek to familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

### **Course Learning Outcomes:**

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Understand the elemental processes involved in designing a product and a service.
5. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.
6. Understand suitable production strategies to be adopted for meeting the varying level of demand depending on the type of product and nature of demand and also an appropriate volume of input materials to be procured at a particular point of time depending on the production schedule and available inventory.
7. Learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding of six sigma quality.
8. Learn how a process could be run with minimal resources without sacrificing service and also with minimum wastes generated.

### **Course Contents:**

**Unit I:** Nature, Evolution and Scope of Production and Operations Management. Emerging trends in Operations Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Strategy.

**Unit II:** Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

**Unit III:** Design of production process and facility layout, Process design and analysis.

**Unit IV:** Design of products and services: Process of product and service design, tools.

**Unit V:** Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models.

**Unit VI:** Aggregate Production Planning (APP), Master production schedule (MPS), Materials requirements planning (MRP).

**Unit VII:** Quality: Quality Management, Statistical Process Control (SPC), Process capability and Six Sigma.

**Unit VIII:** Just-in-time, Lean operations and Toyota Production System

**Unit IX:** Theory of Constraints, Critical chain project management

**Text Books:**

1. Shailendra Kale: Production and Operations Management, McGraw Hill.
2. Scott T. Young: Essentials of Operations Management, Sage Publishing.
3. S. N. Chary: Production and Operations Management, McGraw Hill.
4. Ajay Garg: Production & Operations Management, McGraw Hill.

**Suggested Readings:**

1. Bedi, K. (2014). *Production and Operations Management* (3rd ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3<sup>rd</sup> edition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15th ed.) McGraw Hill, Chennai
4. Gaither, N. and Frazier G. (2011). *Operations Management* (9th ed.), Cengage Learning, New Delhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management* (12<sup>th</sup> ed.). Pearson Education, Delhi.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11th ed.), Pearson Education, Delhi.
7. Mahadevan, B. (2015). *Operations Management* (3rd ed.). Pearson Education, Delhi.
8. Nahmias S. and Olsen, T.L. (2015). *Production and Operations Analysis* (7th ed.). Waveland Press, Inc.
9. Russell, R. S. and Taylor, B.W. (2016). *Operations and Supply Chain Management* (9<sup>th</sup> ed.), Wiley, New Delhi.
10. Stevenson, W.J., (2018). *Operations Management* (12th ed.). McGraw Hill, Chennai.



## **SEMESTER - II**

### **MBF - 25/II/01: FINANCIAL MANAGEMENT**

#### **Course Objectives:**

The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

#### **Course Learning Outcomes:**

1. Understanding the evolution and growth of the finance function. The objective of the firm – Shareholder wealth maximization.
2. Make Strategic Investment decisions with the help of NPV, IRR and PI techniques. Calculating and interpreting the cost of capital for companies.
3. Financing options available to firms, Tradeoff between debt and equity, Criteria for deciding the optimal financing mix.
4. How do managers decide how much to reinvest and how much to return to owners as dividends?
5. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

#### **Course Contents:**

**Unit I:** Financial Management – An Overview: Evolution of Finance, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time Value of Money concept.

**Unit II:** Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach. Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting Cost of Capital for Risk, International Dimensions in Cost of Capital

**Unit III:** Financing Decisions - Capital Structure, Theories and Value of the firm – Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Costs of Bankruptcy and Financial Distress. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

**Unit IV:** Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.

**Unit V:** Working Capital Management -Working Capital Policies, Risk-Return trade-off, Calculating Operating Cycle Period and Estimation of Working Capital Requirements, Cash management, Receivables management. Financing of Working Capital,

#### **Text Books:**

1. Jonathan Berk, Peter DeMarzo, Jarrad Harford: Fundamentals of Corporate Finance, Pearson Education, New Delhi.
2. S. R. Vishwanath: Corporate Finance - Text and Cases, Sage Publishing.
3. Richard A. Brealey, Stewart C. Myers, Franklin Allen, Pitabas Mohanty: Corporate Finance, McGraw Hill.

#### **Suggested Readings:**

1. Brealey, R.A., Myers, S.C., Allen, F., & Mohanty, P. (2014). *Principles of Corporate Finance* (11th ed.). Tata McGraw Hill.

2. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management* (12th ed.). South Western.
3. Brigham, E. & Houston, J. (2014). *Fundamentals of Financial Management* (14th ed.). Thomson.
4. Keown, A.J., Martin, J.D., Petty, J.W., & Scott, Jr. (2017). *Foundations of Finance* (9<sup>th</sup> ed.). Pearson Prentice Hall.
5. Megginson, W.L., Smart, S.B., & Gitman, L.J. (2009). *Corporate Finance* (2nd ed.) Thomson.
6. Chandra, P. (2015). *Financial Management* (9th ed.). McGraw Hill.
7. Ross, S.A., Westerfield, R.W., Jaffe, J., & Jordan, B.D. (2016): *Fundamentals of Corporate Finance* (11th ed.). Tata McGraw Hill.
8. Wachowicz, V. (2009): *Fundamentals of Financial Management* (13th ed.). Pearson Education.
9. Watson, D., & Head, A. (2016). *Corporate Finance- Principles and Practice* (7th ed.). Pearson Education.
10. Brigham, E.F., & Ehrhardt, M.C. (2015). *Financial Management: Theory & Practice* (15<sup>th</sup> ed.). Engage Learning.

## **MBF - 25/II/02: MARKETING MANAGEMENT**

### **Course Objective:**

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

### **Course Learning Outcomes:**

1. Understanding the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Understanding the marketing mix and marketing environment
4. Understanding segmentation, targeting and positioning
5. Understanding consumer behavior and its application in marketing
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
7. Understanding contemporary issues in marketing

### **Course Contents**

**Unit I:** Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

**Unit II:** Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.

**Unit III:** Identifying and Selecting Markets: Consumer Buying Behavior, Organizational Buying Behavior, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.

**Unit IV:** Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process

**Unit V:** Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labeling.

**Unit VI:** Developing Pricing Strategies: Setting Price, Factors influencing Price Determination

**Unit VII:** Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

**Unit VIII:** Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

**Unit VI:** Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

### **Text Books:**

1. Ramaswamy and Namakumari: Marketing Management – Indian Context Global Perspective, Sage Publications.
2. Rajan Saxena: Marketing Management, McGraw Hill.
3. Philip Kotler and Kevin Lane Keller: Marketing Management, Pearson Education.

### **Suggested Readings:**

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). *Marketing* (14th ed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). *Principles of Marketing* (17th ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). *Marketing Management: A South Asian Perspective* (14th ed.). New Delhi: Pearson.
4. Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *Basic Marketing*. New Delhi: Tata McGraw-Hill.

5. Ramaswamy, V. S. & Namakumari, S. (2010). *Marketing Management: Global perspective Indian context* (4th ed.). New Delhi: Macmillan.
6. Saxena, R. (2009). *Marketing Management* (4th ed.). New Delhi: Tata McGraw Hill.

## **MBF - 25/II/03: HUMAN RESOURCES MANAGEMENT**

### **Course Objectives:**

The objective of the course is to sensitize participants to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts. The course is designed to familiarize students with human resource policies and practices that they need to know regardless of their field of managerial functions. The course highlights the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives. The course will provide basic concepts, techniques, and practices of human resource management in diverse contexts.

### **Course Learning Outcomes:**

1. Participants will be able to understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics.
2. Participants will be able to understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices.
3. Participants will be able to appreciate the need for well-designed HR policies that enhance employee motivation and performance.
4. Participants will be able to learn the tools and techniques of human resource management systems.
5. The entire course is based on case studies and students will be able to understand the dynamics of managing people from real-world examples.

## **COURSE CONTENT**

### **UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

### **UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

### **UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

### **UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

### **UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

- Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi*,  
**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*  
**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*  
**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*  
**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*  
**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

## **MBF - 25/II/04: MANAGEMENT ACCOUNTING**

### **Course Objectives:**

To gain knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts. This course will focus on providing skills in contemporary Management Accounting methodologies and issues. The teaching environment will cover lectures, case discussions and discussion of project assignments.

### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding cost behavior
3. Understanding how managers make a variety of decisions
4. Understanding the relevance of budgeting and computing variances to undertake performance evaluation
5. Understanding Activity Based Cost Management vs. Traditional Cost Management

### **Course Contents:**

**Unit I:** Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing, Reconciliation and Integration between Financial and Cost Accounts; Material Cost and Control, Labor Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By-Products and Joint Product Cost.

**Unit II:** Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems, Standard Costing and Variance Analysis, Budgetary Control & Performance measurement: Flexible Budgets; Performance Budgets, Zero-based Budgets.

**Unit III:** Cost Management: Activity-based approaches to management and cost analysis, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, and value analysis, Throughput accounting, Target costing, cost ascertainment and pricing of products and services, Life cycle costing, Impact of just in time, Backflush costing.

**Unit IV:** Strategy, Balanced Scorecard, and Strategic Profitability Analysis Balanced Scorecard: Quality and Time

**Unit V:** Inventory Management, Just-in-Time, and Simplified Costing Methods; Capital Budgeting and Cost Analysis

**Unit VI:** Performance Measurement, Compensation, and Multinational Considerations

### **Text Books:**

1. M Y Khan, P. K Jain: Management Accounting, McGraw Hill.
2. Charles T. Horngren, Gary L. Sundem, Jeff Schatzberg Dave Burgstahler: Introduction to Management Accounting, Pearson Education, New Delhi.
3. Robert S. Kaplan, Anthony A. Atkinson: Advanced Management Accounting, Pearson Education, New Delhi.
4. Hugh Coombs, Ellis Jenkins, David Hobbs: Management Accounting - Principles and Applications, Sage Publishing.

**Suggested Readings:**

1. Kaplan, R. & Atkinson, A. A. *Advanced Management Accounting* (3<sup>rd</sup> ed.). Pearson India.
2. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2007). *Management Accounting* (5th ed.). New Jersey: Pearson Prentice Hall.
3. CIMA (2015). *CIMA Management Accounting*: CIMA Publishing Kaplan Publishing
4. Horngren, T. C., Datar, S. M., Rajan, M. V. (2015). *Cost Accounting: A Managerial Emphasis* (15th ed.). Pearson
5. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., & Burgstahler, D. (2014). *Introduction to Management Accounting* (16th ed.). Pearson.
6. Khan, M. Y., & Jain, P. K. (2017). *Management Accounting* (7th ed.). McGraw Hill.
7. Pandey, I. M. (2007). *Management Accounting* (3rd ed.). New Delhi.
8. Vij, M. (2009). *Management Accounting*. New Delhi: MacMillan India. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.



## **MBF - 25/II/05: OPERATIONS RESEARCH**

### **Course Objectives:**

Managers need to take real-time decisions in complex environments. Quantitative tools based on data are proving to be indispensable for good decision making. In this course, the analytical model building approach of management science would be discussed. Students would be introduced to important techniques like optimization and simulation. The course will encourage the spread-sheet model building of business problems. Practical examples and case studies would be an integral part of teaching-learning pedagogy.

### **Course Learning Outcomes:**

1. Understand the benefits of data-driven decision making
2. Learn the model building approach of management science in improving managerial decision making
3. Ability to identify decision problems amenable for management science approach to finding a solution
4. Develop skills to use important prescriptive analytics tools
5. Develop skills for spreadsheet model building and use of relevant software packages.

### **Course Contents:**

#### **UNIT -1 Decision making**

The Quantitative approach to decision making, Nature and Significance of OR in decision making, Scientific Methods in Operations Research, Models in Operations Research, Application areas of OR in management.

#### **UNIT -2 Linear Programming**

Model Formulation, Graphical Methods, Simplex Method, Big-M Method, Dual Simplex Method, Sensitivity Analysis for LPP.

#### **UNIT -3 Transportation Problems**

Basic concepts and Formulation, Minimization and Maximization Problems, North-West Corner Rule, Vogel's Approximation Method, MODI Method.

Assignment Problems – Concepts, Mathematical formulation, Hungarian Assignment Method, Travelling Salesman as an Assignment Problem.

#### **UNIT -4 Game Theory**

Introduction, Two Person Zero Sum Games, Pure strategy Games, Principal of Dominance, Mixed Strategy Games.

#### **UNIT -5 Replacement Models**

Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time, Queuing Theory – Concepts, Basic model of Queuing Theory, Managerial Implications in Decision making.

### **TEXT BOOKS:**

T1: Operations Research – J.K. Sharma, Macmillan India Ltd.

T2: Introduction to Management Science – Fredrick S. Hillier and Mark S. Hillier, TMH

T3: Principals of Operation Research – Wagner, H.M, Prentice Hall

### **REFERENCE BOOKS:**

R1: Operations Research – Principles and Practice – Ravindran, Phillips and Solberg, Wiley

R2: Operational Research – An Introduction, Taha, H.A– Macmillan

R3 : Operations Research – KantiSwarup, P.K. Gupta, Man Mohan, S. Chand and Company

## **MBF - 25/II/06: STRATEGIC ANALYSIS**

### **Course Objectives:**

The course is designed to cover the fundamentals of strategic analysis. It aims to provide a holistic perspective of an enterprise, critical from the point of determining the strategic direction and scope of an organization.

### **Course Learning Outcomes:**

1. Understand the concept of strategy formulation in various organizational contexts
2. Be able to analyze the broad macro and industry specific external environment
3. Gain the ability to analyze the internal resource and capability environment of the organization
4. Understand how organizations can try to achieve sustainable competitive advantage
5. Comprehend the distinction between different kinds of generic strategies.

### **Course Contents:**

**Unit I:** Strategy is the science and art of creating value: Goals and means, deliberate versus emergent strategies, Influence of stakeholders, Strategic choices, Levels of strategy, Vision and mission, Strategic fit, leverage and stretch, The Balanced Scorecard

**Unit II:** Analysis of the External Environment: Demand and competitor analysis, Macro models and industry models, Industry attractiveness, Defining industries, Segmentation Analysis, Strategic Groups

**Unit III:** Organizational resources and capabilities: Types and nature of resources and capabilities, transforming resources into capabilities, Identifying and appraising resource and capabilities, Gap analysis

**Unit IV:** Competitive Advantage: The notion of core competence, Sustainability of competitive advantage, the role of innovation, Competencies as barriers to change, Value Chain analysis

**Unit V:** Generic Strategies: Cost based versus differentiation-based strategies, Cost leadership and focus, Sources of cost advantage, Broad differentiation versus focus, Types of differentiation, Blue ocean strategies, Product and market diversification strategies, Portfolio models, Industry versus product life cycle, Static versus Dynamic Competitive Advantage

### **Text Books:**

1. Jay B. Barney William Hesterly: Strategic Management and Competitive Advantage - Concepts and Cases, Pearson Education, New Delhi.
2. Stewart R Clegg, Jochen Schweitzer, Andrea Whittle, Christos Pitelis: Strategy – Theory and Practice, Sage Publishing.

### **Suggested Readings:**

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6thed.), John Wiley.
2. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases* (8th ed.), Wiley.
3. Porter, M. E. (2004). *Competitive strategy*. (2004). New York: Simon & Schuster
4. Porter, M. E. (1998). *Competitive advantage of nations*. London: Macmillan Press.
5. Prahlad C.K. (2013). *The fortune at the bottom of the pyramid*. India: Pearson.

## **MBF - 25/II/07: WEALTH MANAGEMENT**

### **Course Objectives:**

The increase in personal wealth in the economy and lack of expertise and time on the part of individual investors has given rise to a need for personalized wealth management services. This course would help student harness their finance and marketing skills and cater to the needs of Individuals investors.

### **Course Learning Outcomes:**

- To create successful Wealth Managers
- To harness the Finance and Marketing Skills of the students
- Understand the concept of the Wealth Management
- Understand the Verticals of the Wealth Management
- Explain the Functions and Role of the Wealth Manager
- Understand the Importance of Need of Wealth of Management Services
- Describe the process of creation of a Wealth Management Plan

### **Course Contents:**

#### **Unit – 1:**

Wealth Management: Comprehensive Wealth Management, Estimating Wealth Market for a Country, Wealth Management Verticals. Wealth Management Process. Developing a Wealth Management Plan. Essentials of a Comprehensive Wealth Plan.

#### **Unit II:**

Marketing of Finance Services: Introduction – services classifications and services marketing Mix: People – Physical evidence – Product – Price- Promotion – Distribution. Marketing Behaviour and Financial services – Evaluation of Consumer dissatisfaction and Service perception.

#### **Unit III:**

Personal Financial Statements: Steps in Personal Money Management, Strategy for Cash Management, Aim of a Cash Flow Statement, Budgeting for Skilled Money Management

#### **Unit IV**

Fundamental Financial concept: Risk return characteristics, Basics of Equality concept, Debt Concept, Derivatives and Options. Currency market basics: Commodities. Portfolio Management: Mutual funds, Insurance & Structured Products.

#### **Unit V:**

Financial Planning: Steps – tax planning – Retirement planning – Investor Profiling: Asset allocation – process – Asset allocation and private banker. Wealth Management – Process –Role of Wealth Manager, Cases on Wealth Management.

### **Text books:**

1. K. Sasidharan and Alex Mathews , Financial Services and System, Tata Mcgraw Hill Co. Chennai.
2. Govind Apte Services Marketing, Oxford University Press – Chennai.
3. S. Mohan and R. Elangovan, Financial Services, Deep and Deep Publication Pvt, Ltd.,
4. Samir K. Barua, JR Varma and V. Raghunathan, Tata Mcgraw Hill.
5. S.Timothy . Kochis, Wealth Management, 2007 Edition ISBN – 13.978-0-8080-8989-0, CCH, a Walters Kluwer Business,

## **MBF - 25/II/08: MANAGEMENT OF INFORMATION SYSTEMS**

### **Course Objectives:**

This course has been designed to develop a macro-level perspective of the information technology and its potential to help organizations create sustainable competitive advantage in respective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations.

### **Course Learning Outcomes:**

1. Developing a macro level understanding among the students with regard to the exploitation of information technology by organizations.
2. Discuss various types of Computer Based Information Systems and their relevance for organizations.
3. Develop an understanding of role of IT for competitive advantage.
4. Discuss the importance of system development and system life cycle.
5. Understand the role of IT Architecture in making IT investments.

### **Course Contents:**

**Unit I:** Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking. Decision Making and MIS. Cost and Value of Information.

**Unit II:** Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems. Artificial Intelligence Based Systems such as Expert Systems. End User Computing.

**Unit III:** Discussion on using IT for competitive advantage; Role of Internet and emerging technologies; IT enabled services; Seamless organizations; Virtual corporations; Web enabled computing as a strategic tool; Outsourcing as a strategic alternative. International Information Systems. Inter-organizational Information Systems.

**Unit IV:** Structured Systems Analysis; System Development; System Development Life Cycle. Discussion on ERP, CRM and SCM.

**Unit V:** Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure. IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition. Re-engineering Work Processes for IT application. Cases on strategic use of IT in different industries.

### **Text Books:**

1. Kenneth C. Laudon, Jane P. Laudon: Management Information Systems: Managing the Digital Firm, Pearson Education, New Delhi.
2. Jaytilak Biswas: Management Information Systems, Sage Publishing.
3. Waman S Jawadekar, Sanjiva Shankar Dubey: Management Information System, McGraw Hill.
4. Ramesh Behl, James A. O'Brien, George Marakas: Management Information Systems, McGraw Hill.

### **Suggested Readings:**

1. Davis, G., & Margrethe, O. (2017). *Management Information System: Conceptual Foundations - Structure and Development* (2nd ed.). McGraw Hill Education.
2. Effy, OZ. (2013). *Management information systems* (6th ed.). USA: Cengage Learning.

3. Efraim, T., & Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7thed.). NY: John Wiley & Sons.
4. Kelley, G. (2008). *Selected readings on information technology management*: Science Reference
5. Rainer, R.K., & Prince, B. (2015). *Management Information Systems: Moving Business Forward*. John Wiley & Sons.
6. Joseph, P.T. (2013). *Management Information Systems in the Knowledge Economy* (2nded.). New Delhi: Prentice Hall of India.
7. Laudon, K. C., & Laudon, J. P. (2018). *Management information systems: managing the Digital Firm* (15thed.). New Delhi: Pearson Education.
8. O'Brien, J. A., & Marakas, G. (2017). *Management information systems* (10thed.). McGraw Hill Education.

### **SEMESTER – III**

#### **MBF - 25/III/01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

##### **Course Objectives:**

The basic purpose of this course is to develop a strategic and policy perspective by developing a robust understanding of the principles of Financial Investment decisions of an investor with respect to the various avenues of investment and their management strategies.

##### **Course Learning Outcomes:**

After successfully completing this course, the participants will be able to –

1. Evaluate the investment environment for Indian investor for various avenues of investment
2. Formulate strategies for investment in equities, bonds and other instruments
3. Construct, revise and evaluate portfolios of different securities

##### **Course Contents:**

###### **Unit I: Introduction to Financial Investments**

Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom.

###### **Unit II: Equity Investment**

Economy-Industry-Company Analysis. Valuation & Equity Pricing. Active and Passive strategies of equity investment. Technical Analysis. Market Efficiency & Anomalies.

###### **Unit III: Fixed Income and Other Investment Alternatives**

Pricing, yields and risks of investments in Fixed Income Securities. Active and Passive strategies of fixed income investments. Real Estate, Commodities, Derivatives and other Alternative Investments. Strategies for investments in various Investment alternatives.

###### **Unit IV: Modern Portfolio Theories**

Investor Preferences. Portfolio Formulation. Portfolio Optimization. Leveraged Portfolios and Separation Theorem. Simple Portfolio Formulation using Index model.

###### **Unit V: Asset Pricing**

Standard Capital Asset Pricing Model. Extensions of Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management.

###### **Unit VI: Evaluation of Investment Performances**

Measures of Portfolio Performance. Return Decomposition and Attribution. Portfolio Revision. Performance Evaluation of Public investment funds.

##### **Text Books:**

1. Donald E. Fischer, Ronald J. Jordan, Ashwini. K. Pradhan: Security Analysis and Portfolio Management, Pearson Education, New Delhi.
2. Prasanna Chandra: Investment Analysis And Portfolio Management, McGraw Hill.

##### **Suggested Readings:**

1. Bodie, Z., Kane, A. & Marcus, A. J. (2017). *Investments*. New York: McGraw-Hill Education.
2. Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Delhi: McGraw- Hill Education.
3. Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2014). *Modern Portfolio Theory and Investment Analysis*. USA: John Wiley & Sons.

4. Fischer, D. E. & Jordan, R. J. (1995). *Security Analysis and Portfolio Management*. New Delhi: Pearson Education.
5. Holden, C. W. (2014). *Excel Modeling in Investments*. England: Pearson Education.
6. Ranganathan, M. & Madhumathi, R. (2012). *Investment Analysis and Portfolio Management*. Delhi: Pearson Education.
7. Reilly, F. K., Brown, K. C. & Leeds, S. J. (2018). *Investment Analysis & Portfolio Management*. Delhi: Cengage Learning.
8. Sehgal, S. (2005). *Asset Pricing in Indian Stock Market*. Delhi: New Century Publications.

## **MBF - 25/III/02: FINANCIAL MARKETS AND INSTITUTIONS**

### **Course Objectives:**

The basic purpose of this course is to develop a broad understanding of the various markets comprising the Indian Financial System in a global context and the roles played by various institutions in the functioning of this system.

### **Course Learning Outcomes:**

After successfully completing this course, the participants will be able to –

1. Analyze the role of various markets in financial intermediation
2. Analyze the roles of various market regulators in Indian Financial System
3. Identify the principles of operations of financial institutions and the issues faced by them.

### **Course Contents:**

#### **Unit I: Introduction to Financial Intermediation**

Concept of Intermediation and Disintermediation. Kinds of Intermediation. Flow-of-Funds in Indian Economy. Taxonomy of Financial Markets and Institutions. Regulatory Framework and Super-regulation. Financial Sector Reforms and Contemporary issues.

#### **Unit II: Depository Institution of Banking**

Overview of Banking. Principles of Banking and Credit-creation. Banking regulations and role of market regulator. Banking products and services. Key market players. Evaluation of banking sector.

#### **Unit III: Capital Market**

Overview of Capital Market. Primary and Secondary market. Security market regulations and role of market regulator. Capital market instruments and services. Key market players. Evaluation of Capital Market.

#### **Unit IV: Debt Market**

Overview of Money market. Wholesale and Retail Debt market. Debt market regulation and regulators. Debt market products and services. Key market players. Evaluation of Debt Market in India.

#### **Unit V: Other Markets**

Overview of the markets for various Fee-based and Fund-based services. Regulatory issues and roles of market regulators. Alternative financial instruments and services. Key market players. Evaluation of each of such financial markets.

#### **Unit VI: External Market**

Overview of External Financial market. International capital flows. Capital Account convertibility and other regulations. International financial instruments. International financial centers. Evaluation of external financial market.

### **Text Books:**

1. Frederic S. Mishkin Stanley Eakins: Financial Markets and Institutions, Pearson Education, New Delhi.
2. Anthony Saunders, Marcia Millon Cornett, Anshul Jain, Anshul Jain: Financial Markets and Institutions, McGraw Hill.
3. L M Bhole, Jitendra Mahakud: Financial Institutions And Markets, McGraw Hill.



**Suggested Readings:**

1. Bhole, L. M., & Mahakud, J. (2017). *Financial Institutions and Markets*. Delhi: McGraw-Hill Education.
2. Fabozzi, F. J., Modigliani, F. P., & Jones, F. J. (2010). *Capital Markets – Institutions and Instruments*. Delhi: PHI Learning.
3. Khan, M. Y. (2018). *Indian Financial System*. Chennai: McGraw-Hill Education.
4. Madura, J. (2016). *Financial Markets and Institutions*. USA: Cengage Learning
5. Mankiw, N. G., & Ball, L. M. (2010). *Macroeconomics and the Financial Systems*. USA: Worth Publishers.
6. Ministry of Finance. (Latest). *Economic Survey*. Available Online.
7. Reserve Bank of India. (Latest). *Report on Trend and Progress of Banking in India*. Available Online.
8. Securities and Exchange Board of India. (Latest). *Annual Report*. Available Online.
9. Vij, M., & Dhawan, S. (2017). *Merchant Banking and Financial Services*. Delhi: McGraw-Hill Education.

## **MBF - 25/III/03: MERCHANT BANKING AND FINANCIAL SERVICES**

### **Course Objectives:**

The objective of the course is to understand role of Financial Services in business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real-world situation.

### **Course Learning Outcomes:**

1. Understanding the financial system, markets and the risk management systems. A global perspective of financial services.
2. Role of merchant bankers in corporate advisory services, Understanding different kinds of issues, functions and management of depository in India, stock exchange and stock trading in India.
3. Role and importance of domestic and international credit rating agencies, types of credit cards and debit cards, concept of term sheet.
4. Understanding bank ratios across time, Techniques used by banks for ALM analysis, risk management and Basel rules.
5. Mutual fund valuation, Development of insurance in India, review and challenges in private equity and hedge funds, Securitization process, structuring a securitization deal.
6. Financial evaluation of lease financing, Mechanism of factoring and forfaiting, Creating synergy, Determine the swap ratio.

### **Course Contents:**

**Unit I:** Financial Systems, Markets and Services: An Overview: Indian and Global Perspective- Managing New Challenges, Regulatory Perspectives, Future Challenges for Indian Banks, Improving Risk Management Systems.

**Unit II:** Merchant Banking and Issue Management: Meaning, Different Kinds of Issues, Book Building, Green Shoe Option, Depository System, Stock Exchange.

**Unit III:** Credit Rating Agencies: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Are Indian Credit Ratings Credible? International Credit Rating Agencies, Consumer Finance, Venture Capital, Factoring and Forfeiting.

**Unit IV:** Analyzing Bank's Financial Statements, Asset Liability Management in Banks and Financial Institutions: ALM Process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, ALM and Interest rate Swaps, Bank Capital: Risk, Regulation and Capital Adequacy, Risk Management in Banks- Credit Risk Management, Operational Risk Management, Market Risk Management, Corporate Treasury Management, Liquidity Risk Management, Governance Risk and Compliance.

**Unit V:** Mutual Funds and Insurance Services: Banc Assurance, Reinsurance. Private Equity and Hedge Funds, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.

**Unit VI:** Leasing and Hire purchase, Factoring and Forfeiting, Mergers and Acquisitions.

### **Text Books:**

1. Rajesh Kothari: Financial Services in India - Concept and Application, Sage Publishing.
2. Madhu Vij, Swati Dhawan: Merchant Banking and Financial Services, McGraw Hill.
3. Padmalatha Suresh Justin Paul: Management of Banking and Financial Services, Pearson Education, New Delhi.

**Suggested Readings:**

1. Paul, H. (2014). *Fundamentals of Risk Management*. (3rd ed.). Kogan Page Publishers.
2. MacDonald, S.S., & Koch, T.W. (2015). *Bank Management*. (8th ed.): Cengage Learning.
3. Madura, J. (2018). *Financial Markets and Institutions*. (12th ed.). Thomson Business Information.
4. Mishkin, F.S. & Eakins, E. (2018). *Financial Markets & Institutions* (9th ed.). Pearson Education.
5. Rose, P., & Hudgins, S.C. (2012). *Bank Management and Financial Services* (9<sup>th</sup> ed.). McGraw-Hill Education.
6. Saunders, A. & Cornett, M. (2018). *Financial Institutions Management* (9th ed.). McGraw-Hill Publishing Company.
7. Saunders, A. & Cornett, M. (2007) *Management of Financial Markets and Institutions* (6th ed.). Tata McGraw Hill.
8. Vij, M., & Dhawan, S. (2018). *Merchant Banking and Financial Services* (2nd ed.). India: McGraw Hill Education (India) Private Limited.
9. Vij, M. (2018). *International Financial Management* (3rd ed.). Excel Books.
10. Shanmugham, R. (2017). *Financial Services* (2nd ed.). Wiley.

## **MBF - 25/III/04: PROJECT PLANNING, ANALYSIS AND MANAGEMENT**

### **Course Objectives:**

The aim is to provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Project Planning & Management
2. Understanding project preparation
3. Understanding the history, approaches, framework and processes of projects
4. Understanding the project appraisal techniques
5. Understanding the project financing and implementation

### **Course Contents:**

**Unit I:** Project Preparation: Meaning and importance of Project; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; Corporate strategy; Objectives of Project Planning, monitoring and control of investment projects. identification of investment opportunities; Pre-feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; Planning Overview Strategy and Resource Allocation Generation and Screening of Project Ideas; financial planning; Estimation of fund requirements, sources of funds; Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. Project management tools, process, plans and project planning tips; Balanced scorecard, design project management; Project Management Templates

**Unit II:** History of project management; Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems; Project Management Framework; International Project Management Standards; Project Planning Strategies and Tools; Project Management Frameworks; Project Phases and Milestones; Project Goals; Project Processes.

**Unit III:** Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Time Value of Money; Investment Criteria; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modeling for multiple projects: Mathematical techniques for project evaluation; Network technique for project management; Multiple projects and constraints Project Appraisal for financial institution; Preparation of project report.

**Unit IV:** Project Financing and Implementation: Judgmental, Behavioral, Strategic and organizational Considerations; Financing of Project: Raising financing in domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation. Project Management: Network Techniques for Project Management; Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non-profit sector; mergers and acquisitions; Project management principles by project management institute USA; Project management software.

**Text Books:**

1. Clifford F. Gray, Erik W. Larson, Gautam V. Desai: Project Management : The Managerial Process, McGraw Hill.

**Suggested Readings:**

1. Shenhar, A. J., & Dvir, D. (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Harvard Business School Publishing
2. Chandra, P. (2014). *Projects: Planning analysis, selection, financing, implementation and review* (8 ed.). McGraw Hill.
3. Clifford, F. G., & Larson, E. W. (2018). *Project management the managerial process*. (7th ed.). McGraw-Hill.
4. Clifford, F. G., & Larson, E. W. *Project management the managerial process with MS Project* (6th ed.). McGraw-Hill.
5. Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). *Project management* (4th ed.). John Wiley & Sons.

**MBF - 25/III/05: MANAGEMENT CONTROL SYSTEM**

**Course Objectives:**

The course is designed to allow the student to gain knowledge, insights and analytical skills related to how the finance managers go about designing, implementing and using planning and control systems to implement corporate strategies.

**Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Management Control System
2. Understanding the conceptual framework of management control
3. Understanding the techniques of management control process and Variation in managerial control system
4. Understanding Strategic Cost Control.
5. Understanding the inter-firm strategies and behavior

**Course Contents:**

**Unit I:** Conceptual framework of management control: Nature of Management Control Systems, Understanding Strategies, Behavior in Organizations, Responsibility Centers, Revenue and Expense Centers, Profit Centers, Responsibility Accounting, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation - Qualitative and Quantitative, Investment Centre and Measuring and Controlling Assets Employed.

**Unit II:** Techniques of management control process: Strategic Planning, Steps in management control process Budget Preparation, Planning and Procedures, Budgetary Control, Analysis of Variance, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting, Analyzing Financial Performance Reports, Performance Measurement, Management Compensation, Behavioral aspects of management control such as motivation and morale, Goal Congruency, Participative and Responsive Management.

**Unit III:** Variation in managerial control system: Controls for Differentiated Strategies, Service Organizations, Multinational Organizations and Management Control of Projects

**Unit IV:** Strategic Cost Control: Pricing decision including pricing strategies, Pareto Analysis, Just-in-time Approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management, Balance Score Card, Bench

**Unit V:** Marking, Theory of Constraint, Uniform Costing and Inter-firm comparison, Profitability analysis - Product wise / segment-wise / customer wise.

**Text Books:**

1. Kenneth A. Merchant, Wim A. Van der Stede: Management Control Systems, Pearson Education, New Delhi.
2. Robert N. Anthony, Vijay Govindarajan: Management Control System(Sie), McGraw Hill.

**Suggested Readings:**

1. Allen, B.R., Brownlee, E.R., Haskins, M.E. & Lynch, L.J. (2004). *Cases in management accounting and control system* (4th ed.). Pearson.
2. Anthony, R. N., & Govindarajan, V. (2007). *Management control systems* (12th ed.). New Delhi: Tata McGraw-Hill.
3. Cooper, R., & Kaplan, R. S. (1991). *The Design of cost management systems* (1st ed.).
4. Kaplan, R. S., & Norton, D. P. (2008). *Execution premium: Linking strategy to operations for competitive advantage*. USA: Harvard Business School Press.

5. Shank, J. K. (2005). *Cases in cost management: A strategic emphasis* (3rd ed.). USA: Cengage Learning.
6. Shank, J. K., & Govindarajan, V. (2008). *Strategic cost management: The new tool for competitive advantage*. New York: Free Press.

## **MBF - 25/III/06: CORPORATE TAXATION**

### **Course Objectives:**

The aim of this course is to familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law. The knowledge acquired may find a useful application in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.

### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Indian tax laws
2. Understanding preparation of return of income manually as well as through software
3. Understanding corporate tax planning in diverse managerial situations
4. Understanding computation of taxable income and tax liability of companies.
5. Understanding the implications of tax benefits and incentives for corporate decisions in various situations
6. Understanding International Taxation

### **Course Contents:**

**Unit I:** Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income on the basis of residential status Computation of income under different heads Salaries Profits and gains of business or profession Capital gains Total income and tax computation - and set-off and carry forward of losses Deductions from gross total income.

**Unit II:** Preparation of return of income manually as well as through software advance payment of tax, Tax deduction at source, e-TDS return/return of TDS and assessment.

**Unit III:** Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management.

**Unit IV:** Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax; Carry forward and set off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unitholders.

**Unit V:** Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions; Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace Tax planning with reference to employees' remuneration; Tax planning with reference to the distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or demerger of companies; Slump sale; conversion of a firm into a company.

**Unit VI:** International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Antiavoidance measures.

### **Text Books:**

1. Mohamed Hanif: Modern Accountancy, McGraw Hill.



2. Prasanna Chandra: Financial Management: Theory & Practice, McGraw Hill.
3. S. R. Vishwanath: Corporate Finance - Text and Cases, Sage Publishing.

**Suggested Readings:**

1. Ahuja, G., & Gupta, R. (2015). *Simplified Approach to Corporate Tax Planning and Management*. Delhi: Bharat Law House.
2. Mehrotra, H. C. & Goyal, S. P. (2018). *Direct Taxes including Planning & Management*. Agra: Sahitya Bhawan.
3. Kanga, P., & Vyas, D. (2013). *The Law and practice of income tax (10th ed.)*. Lexis Nexis.
4. Musgrave, R., & Musgrave, P. (2004). *Public finance in theory and practice (5th ed.)*. New York: McGraw Hill.
5. Pagare, D. (2009). *Direct tax planning and management*. New Delhi: Sultan Chand & Sons.
6. Singhanian, V. K. (2018). *Direct taxes: Law and practice*. New Delhi: Taxmann.
7. Singhanian, V. K., & Singhanian, M. (2018). *Direct taxes planning and management*. Delhi: Taxmann Publications.

## **MBF - 25/III/07: FINANCIAL ANALYTICS**

### **Course Objectives:**

Many problems in quantitative finance involve the study of financial data. Such data most often comes in the form of 'time series', which is a sequence of random variables that are ordered through time. The objective of this course is to provide knowledge of advanced quantitative and simulation tools to analyze financial data available on the performance of company, industry and economy, for forecasting future financial performance and to present suitable valuations. It is expected that after this course the students should be able to build spreadsheet financial models using software packages such as Microsoft Excel, E-Views and @Risk for the analysis of business management problems in the area of Equity Research, Portfolio Construction, Investment Banking, Business Valuation, Project Finance, Market and Credit Risk Analysis and make sound Financial Decisions

### **Course Learning Outcome:**

This course introduces a set of modern analytical tools to solve practical problems in finance and bridge the gap between finance theories and practice by building operational models, Students should build spreadsheet financial models for complex Financial Decisions in the area of Investment Banking, Equity Research, Business valuation, Project Finance and Financial Risk Management. On the basis of their Financial Models, they will submit a report on the overview of different sectors such as IT, Oil & Gas, Telecom, Retail etc.

### **Course Contents:**

**Unit I:** Introduction of Software @ Risk and E-Views, Introduction to financial data Analysis Using E-Views and @Risk, Simulation, Decision making, Uncertainty.

**Unit II:** Techniques of Financial Data Analysis and Forecasting-I, Types of Data, Cross section Data, Panel Data, Time series analysis, Exponential Smoothing, Classical Linear Regression Model

**Unit III:** Techniques of Financial Data Analysis and Forecasting-II, ACF, PACF, Correlogram, Stationary and Non-stationary Time-series, Test of Stationarity, Auto Regressive, Moving Average, ARMA models of Stationary Time Series

**Unit IV:** Techniques of Financial Data Analysis and Forecasting-III, ARIMA (p, d, q) models for analysis and forecasting of financial data

**Unit V:** Techniques of Financial Data Analysis and Forecasting-IV, Diagnostic checking, Q and LB Statistic, Box Jenkins Methodology for ARIMA models. Practical Applications using financial data, Evaluation of Forecasts, Root Mean Square Error, Thiel Statistics

**Unit VI:** Multiple Regression models for financial data, Multiple Regression models for financial data, Co-integration, Vector Auto regression, Vector Error Correction Model, Logit and Probit Models.

**Unit VII:** Modeling asset return volatility, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting. (Using MS-Excel, @Risk and E-Views).

**Unit VIII:** Equity Research and Portfolio Models-I, Measuring systematic and non systematic risk of assets using regression and Simulation, spread sheet models for the construction of a portfolio of equity, Portfolio performance

**Unit IX:** Equity Research and Portfolio Models-II, Equity and Bond Valuation. Valuation using Black-Sholes- Merton option pricing model

**Unit X:** Financial Risk Models-I, Spread sheets for Measuring Market risk, Value at Risk (VaR)

**Unit XI:** Financial Risk Models-II, Calculation of Market risk using Historical and Monte-Carlo simulation

**Unit XII:** Financial Risk Models-III, Stress-testing, Back-testing. Altman Z score model, calculation of the probability of default using equity prices, Discriminant Analysis

**Text Books:**

1. Bennett, Mark J. and Hugen, Dirk L. : Financial Analytics with R – Building a Laptop Laboratory for Data Science, Cambridge University Press.

**Suggested Readings:**

1. Brooks Chris, (2002). *Introductory Econometrics for Finance*, Cambridge Brooks, C. Introductory Econometrics for Finance. Cambridge.
2. Cambell, J.Y, Andrew, W. L.O & Mackinlay, A.C. (1996). *The Econometrics of Financial Markets*. Princeton, NJ: Princeton University Press.
3. Cochrane, J.H. (2005). *Asset Pricing*. (Revised Ed ed.). Princeton, NJ: Princeton University Press.
4. Murphy, K.P. (2012). *Machine Learning, A Probabilistic Perspective*. MIT Press.
5. Tsay, R.S. (2010). *Analysis of Financial Time Series*. (3rd ed.). New York, NY: John Wiley.
6. Enders, W. (2013). *Applied Econometric Time Series*. John Wiley.
7. Koop, G. (2006). *Analysis of Financial Data*. John Wiley.
8. Damodaran, A. (2008). *Investment Valuation*. John Wiley.
9. Albright, S.C, Zappe, C.J & Winston, W.L. (1980). *Data analysis, Optimization, and Simulation modelling*. South-Western: Cengage Learning.
10. Dowd, K. (2005). *Measuring Market Risk*. John Wiley.
11. Hull, J.C. (2015). *Risk Management and Financial Institution*. John Wiley.
12. Fabozzi, F.J. (2015). *Quantitative Financial risk Management*. John Wiley.
13. Elton, E.J, Gruber, M.J & Brown, S.J. (2014). *Modern Portfolio Theory and Investment Analysis*. John Wiley.

**MBF - 25/III/08: SUMMER INTERNSHIP PROGRAM**

On completion of the first two semesters in the first year and before the commencement of the third semester in the second year, a student is required to **undergo summer training for *eight weeks (8 weeks)*** in an organization. A project report based on the summer internship shall be **submitted within *four weeks (4 weeks)*** from the commencement of the third semester.

The written part of the Project Study shall account for ***50 marks*** and the viva-voce to be conducted by a duly constituted examination board for ***50 marks***.

## **SEMESTER – IV**

### **MBF - 25/IV/01: INTERNATIONAL FINANCIAL MANAGEMENT**

#### **Course Objectives:**

The course has been designed to acquaint the students with the conceptual framework of the key decision areas in multinational business finance. The objective of the course is to provide an overview of the financial environment in which multinational firms operate.

#### **Course Learning Outcomes:**

1. A comprehensive understanding of Globalization and its importance for the Multinational Financial Manager. Conceptual understanding of the International Monetary System.
2. Functions and how Foreign Exchange Markets work, Theories of Foreign Exchange Rate Movements and International Parity Conditions.
3. Understanding the Foreign Exchange Risks faced by MNCs.
4. Determine the Cost of Capital and Capital Structure for a Multinational Firm, Problems and Issues in Foreign Investment Analysis, Calculating NPV, IRR and APV for Foreign Investment Decisions
5. Understanding the Management of cash for a multinational firm, Techniques of Country Risk Assessment.
6. Significance of the Euro currency Market for Financial Market Intermediation, Raising Funds in International Markets, Structuring a Swap Deal- Interest Rate Swaps and Currency Swaps.

#### **Course Contents:**

**Unit I: Multinational Business Finance:** An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.

**Unit II: The Foreign Exchange markets** – Functions of the Foreign Exchange Market, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid- Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Practical Examples, Theories of Foreign Exchange Rate Movement and International Parity Conditions- Purchasing Power Parity, International Fisher Effect.

**Unit III: Management of Foreign Exchange Risk-** Translation Exposure, Comparison of Four Translation Methods, Transaction Exposure- Measurement and Management of Transaction Exposure, Economic Exposure- Transaction Exposure Versus Economic Exposure.

**Unit IV: Financial Management of the Multinational Firm-** Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs v/s Domestic firms, International experiences on Cost of Capital, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting- NPV, IRR, APV.

**Unit V: Multinational Cash management-** Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Ratars of Country Risk.

**Unit VI: Managing Foreign Operations-** Eurocurrency markets- Eurocurrency Interest Rates, Domestic Issues v/s Euro Issues, International Bonds Markets, External Commercial Borrowings, Performance of Indian Euro Issues, GDRs and ADRs; Growth of the Swap market, Interest Rate and Currency Swaps- Forms, Interest Rate Swaps: Examples from Indian and Global scenario.

**Text Books:**

1. Thummuluri Siddaiah: International Financial Management - An Analytical Framework, Pearson Education, New Delhi.
2. P G Apte: International Financial Management, McGraw Hill.
3. Bekaert, Geert and Hodrick, Robert: International Financial Management, Cambridge University Press.

**Suggested Readings:**

1. Buckley, A. (2009). *Multinational Finance*. (5thed.). Pearson Education.
2. Shapiro, A.C. (2013). *Multinational Financial Management*. (10thed.). John, Inc.
3. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management*. (12thed.). South Western.
4. Resnick, B. G., & Eun, C. S. (2014). *International Financial Management*. (7thed.). McGraw Hill International.
5. Hull, J.C., & Basu, S. (2018). *Options futures and other derivatives*. (10thed.). Prentice Hall of India.
6. Madura, J. (2018). *International Financial Management*. (13thed.). Cengage Learning India Pvt Ltd.
7. Butler, K.C. (2012). *Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations*. (5thed.). Thomson South-Western.
8. Kim, S & Kim, S.H. (2006). *Global Corporate Finance: Text & Cases*. (6<sup>th</sup> ed.). Blackwell Publications.
9. Levi, M.D. (2018). *International Finance*. (6th ed.). Routledge Publications
10. Vij, M. (2018). *International Financial Management* (3rd ed.). Excel Books

## **MBF - 25/IV/02: FINANCIAL DERIVATIVES**

### **Course Objective:**

This course sets up a study in the field of investments and Risk Management related to derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments, and uses of these instruments with risk management.

### **Course Learning Outcome:**

The student will acquire the necessary skills to value and to employ options, futures, and related financial contracts and study some important applications. In order to provide useful treatment of these topics in an environment that is changing rather rapidly, students should individually select various futures or options and watch the behavior of these futures and options to see how futures, options and other Derivatives might help mitigate the risks of investors.

### **Course Contents:**

**Unit 1:** Introduction to financial markets: Introduction to Derivatives, their uses, applications, markets, trades, common terms, Forwards and Futures, options, bonds, swaps and other derivative instruments

**Unit 2:** Determination of forward and futures prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate, basis risk, cost of carry, arbitrage, convergence,

**Unit 3:** Hedging strategies using futures: Short hedge and long hedge and using futures, Optimal Hedge Ratio, cross hedging of portfolio and commodities using futures

**Unit 4:** Introduction to Options: European options, American options, forward-spot parity, putcall parity, exercising American calls early, exercising American puts early

**Unit 5:** Basic Option Pricing: The binomial option-pricing model.

**Unit 6:** Asset price random walks

**Unit 7:** Valuation of derivatives in Continuous Time: Introduction to Black-Scholes pricing, volatility, Extensions of Black and Scholes formula, options on stock indices, currency and futures. Sensitivity analysis (the “Greeks”) and hedging of options, Delta, gamma and Vega hedging using options and futures. variables, implied volatility

**Unit 8:** Financial Engineering: Construction of options strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase. Exotic options: Compound, binary, barrier and Asian options, options involving several assets.

**Unit 9:** Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps.

**Unit 10:** Value at risk: Normal linear VaR, Historical simulation, value at risk for option Portfolios, Quadratic model, Monte Carlo simulation, stress testing and back testing

**Unit 11:** Credit risk: Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, total return swaps, credit spread options, Collateralized debt obligation.

### **Text Books:**

1. Aman Chugh, Divik Maheshwari: Risk Management and Insurance – Financial Derivatives, Pearson Education, New Delhi.
2. Baz, Jamil and Chacko, George: Financial Derivatives – Pricing, Application, and Mathematics, Cambridge University Press.

### **Suggested Readings:**

1. Hull, J.C. (2014). *Options Futures and other Derivatives. 9th edition*, Prentice Hall of India.

2. Neftci, S.N. (2000). *An Introduction to the Mathematics of Financial Derivatives*. Academic Press.
3. Bhalla, V.K. (2012). *Investment Management*. New Delhi: Sultan Chand.
4. Wimott, P. (2012). *Quantitative Finance*. Wiley & Sons.
5. Jarrow, R. & Stuart, T. (1995). *Derivative Securities*. South Western.
6. Chance, D.M., & Brooks, R. (2008). *Derivatives and Risk Management Basics*. Cengage Learning India.
7. Pliska, S. (1997). *Introduction to Mathematical Finance*. Wiley-Blackwell Publishing.
8. [www.ncdex.com](http://www.ncdex.com) for details on commodity derivatives in India
9. [www.nse-india.com](http://www.nse-india.com) for stock-based derivatives
10. <http://www.theponytail.net/DOL/DOL.htm> for derivatives-based notes



## **MBF - 25/IV/03: FINANCIAL RISK MANAGEMENT**

### **Course Objectives:**

The basic purpose of this course is to acquaint the participants with the principles and practices of financial risk management to deal with financial risks faced by large institutions.

### **Course Learning Outcomes:**

After successfully completing this course, the participants will be able to –

1. Analyze the nature and sources of various risk exposure of the institutions
2. Formulate strategies to deal with Market Risks, Credit Risks and other Risks faced by the institutions
3. Evaluate the integrated risk environment of the organization.

### **Course Contents:**

#### **Unit I: Introduction to Financial Risk**

Value Creation and Risk Management. Types of risks faced by modern organizations. Nature, sources and measures of financial risks.

#### **Unit II: Management of Market Risks**

Concept of Market Risk. Sources of market risks. Measures of market risk. Value at Risk. Risk Metrics Approach. Historic Simulations. Monte Carlo Simulations. Portfolio Risk Measure. Portfolio Risk Budgeting. Stress Testing and Back Testing. Capital Charges.

#### **Unit III: Management of Credit Risks**

Concept of Credit Risk. Individual Loan Risks. Measurement of Credit Risk. Default Risk Models. Loan Portfolio and Concentration Risk. Credit Ratings. Credit Derivatives. Capital Charges.

#### **Unit IV: Management of Other Institutional Risks**

Other types of financial risks faced by the institutions. Measures and handling of Off-Balance-sheet risks, foreign exchange risks, sovereign risk, liquidity risk, technology and other operational risks. Risk hedging and management. Capital charges.

#### **Unit V: Enterprise Risk Management**

Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated Approach to Risk Management. Framework for risk management and control. Risk frameworks under regulatory environments.

### **Text Books:**

1. Dun & Bradstreet: Financial risk management, McGraw Hill.
2. Sweeting, Paul: Financial Enterprise Risk Management, Cambridge University Press.

### **Suggested Readings:**

1. Bhalla, V. K. (2012). *Investment Management*. Delhi: S. Chand.
2. Christoffersen, P. F. (2016). *Elements of Financial Risk Management*. London: Academic Press.
3. Crouhy, M., Galai, D., & Mark, R. (2014). *The Essentials of Risk Management*. USA: McGraw-Hill Education.
4. Hull, J. C. (2018). *Risk Management and Financial Institutions*. New Jersey: John Wiley & Sons.
5. Jorion, P. (2011). *Financial Risk Manager Handbook*. New Jersey: John Wiley & Sons.
6. Professional Risk Managers' International Association. (2015). PRM Handbook Volume III: Book 1-3. USA: PRMIA Publications.
7. Resti, A., & Sironi, A. (2007). *Risk Management and Shareholders' Value in Banking*. England: John Wiley & Sons.
8. Saunders, A., & Cornett, M. M. (2017). *Financial Institutions Management*. New York: McGraw-Hill Education.

## **MBF - 25/IV/04: FIXED INCOME SECURITIES**

### **Course Objectives:**

The basic purpose of this course is to acquaint the participants with the principles and practices of investing in the instruments of fixed income securities.

### **Course Learning Outcomes:**

After successfully completing this course, the participants will be able to –

1. Evaluate the role of bond market in India and contemporary issues pertaining thereto
2. Assess the returns and risks of fixed income investments
3. Formulate strategies to invest in fixed income securities
4. Evaluate the markets for structured products in India

### **Course Contents:**

#### **Unit I: Introduction to Fixed Income Market**

Fixed Income Securities market in India. Money market instruments and Debt market instruments. Market Regulation and the Role of regulator. Sectoral Reforms and contemporary issues. Interest Rate determination.

#### **Unit II: Bond Pricing and Returns**

Pricing of Bonds and Bond Price Theorems. Bond Yield. Spot rates and Forward rates. Yield Curve – Par yield curve and Zero-coupon yield curve. Theories of Term Structure of Interest rates. Fitting of yield curve.

#### **Unit III: Risks involved in fixed income investments**

Bond Price Volatility. Interest Rate Risk and its measures. Purchasing Power Risk. Call Risk. Default risk of Bond investment.

#### **Unit IV: Strategies for Fixed Income Investments**

Passive Bond Investment Strategies. Bond Index. Active Bond Investment Strategies. Bond Portfolio Performance measures and evaluation. Portfolio management by pensions funds and other institutions.

#### **Unit V: Structured Products**

Introduction to Structured Finance products. Securitization. Mortgage Backed and Asset Backed Securities. Collateralized Debt Obligations. Bond and Credit Derivatives.

### **Text Books:**

1. Frank J. Fabozzi, Steven V. Mann: *The Handbook of Fixed Income Securities*, McGraw Hill.

### **Suggested Readings:**

1. Alexander, C. (2008). *Market Risk Analysis Vol. I – Quantitative Methods in Finance*. England: John Wiley & Sons.
2. Choudhry, M. (2010). *An Introduction to Bond Markets*. UK: John Wiley & Sons.
3. Fabozzi, F. J. (2016). *Bond Markets, Analysis, and Strategies*. USA: Pearson Education.
4. Fabozzi, F. J. (2007). *Fixed Income Analysis*. New Jersey: John Wiley & Sons.
5. Hull, J. C. (2018). *Risk Management and Financial Institutions*. New Jersey: John Wiley & Sons.
6. Jorion, P. (2011): *Financial Risk Manager Handbook*. New Jersey: John Wiley&Sons.
7. Martellini, L., Priaulet, P.,&Priaulet, S. (2003). *Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies*. England: John Wiley & Sons.
8. National Stock Exchange of India. (2009). *FIMMDA-NSE Debt Market (Basic) Module*. Mumbai: NSE.

9. Sen, J. & Apte, A. (2013). *Fixed Income Markets in India: Investment Opportunities for You*. India: Shroff Publishers & Distributors.
10. Veronesi, P. (2010). *Fixed Income Securities: Valuation, Risk, and Risk Management*. New Jersey: John Wiley & Sons.

## **MBF - 25/IV/05: FINANCIAL REPORTING**

### **Course Objectives:**

To gain ability to analyze financial statements including consolidated financial statements of group companies and financial reports of various types of entities, to gain ability to apply valuation principles, to familiarize with recent developments in the area of financial reporting, to gain ability to solve financial reporting and valuation cases.

### **Course Learning Outcomes:**

After successfully completing this course, the participants will be able to –

1. Analyze the financial statements along-with consolidated statements.
2. Evaluate the intangibles assets and how they are reported in the financial statements.
3. Able to analysis the annual reports of various financial services companies.

### **Course Contents:**

#### **Unit I:**

Corporate Financial Reporting - Issues and problems with special reference to published financial statements. Consolidated Financial Statements of Group Companies Concept of a Group, purposes of consolidated financial statements minority interest, Goodwill, Consolidation procedures – Minority interests, Goodwill, Treatment of pre- acquisition and post-acquisition profit. Consolidated profit and loss account, balance sheet and cash flow statement. Treatment of investment in associates in consolidated financial statements. Chain holding.

#### **Unit II:**

Earnings Per Share, Treatment of Bonus Issues and Right Issues and Treatment of convertibles on EPS

#### **Unit III:**

Lease accounting and analysis—Pricing a lease deal and Structuring a lease transaction accounting and legal aspects for lease.

#### **Unit VI:**

Accounting for Investments—issues relating to accounting for investment by companies others than banks and financial instruments, issues relating to accounting for investment in JV, issues relating to accounting for investment in banking companies.

#### **Unit V:**

Developments in Financial Reporting, Value Added Statement, GVA, NVA, Economic Value Added, Market Value Added, Shareholders' Value-Added, Hedge Accounting., Accounting of derivatives., Human Resource Accounting

#### **Unit VI:**

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries.

### **Text Books:**

1. Ambrish Gupta: Financial Accounting for Management: An Analytical Perspective, Pearson Education, New Delhi.
2. Amitabha Mukherjee, Mohammed Hanif: Financial Reporting & Financial Statement Analysis, McGraw Hill.
3. Andrew Higson: Corporate Financial Reporting - Theory and Practice, Sage Publishing.

### **Suggested Readings:**

1. Banerjee Ashok (2009). *Financial Accounting a Managerial Perspective* (3rded.). Excel Books.

2. Brigham, E.F& Houston, J.F. (2007). *Fundamentals of Financial Management*. Thomson.
3. Chandra P. (2015). *Corporate Creation*. New Delhi Tata Mc-Graw Hill.
4. ICWA. *Corporate Financial Reporting* (Final study material). (Latest Editions)
5. Damodaran, A. (2006). *Damodaran on Valuation*. New York.: Wiley and Sons.
6. ICWAI. *Financial Analysis & Business Valuation* (Final study material). (Latest Editions)
7. ICAI-Final Course Study Material of Financial Reporting Volume I& II. (Latest Editions)
8. ICSI –Study Material for professional program. (2011). *Corporate Restructuring and Solvency*. (Module II Paper 4)

## **MBF - 25/IV/06: MERGERS AND CORPORATE RESTRUCTURING**

### **Course Objectives:**

The objective of this course is to provide an in-depth understanding of financial, accounting, regulatory and valuation aspects relating to corporate restructuring. Understanding the linkages between corporate restructuring and financial markets and the impact of the same share price and on the business.

### **Course Learning Outcomes:**

After successfully completing this course, the participants will be able to –

1. Able to understand the various methods available for corporate restructuring as a mode of consolidation.
2. Able to do valuation of various tangible and intangible assets.
3. Able to understand various tax aspects associated with the corporate restructuring.

### **Course Contents:**

#### **Unit I:**

Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers Acquisitions -Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects.

#### **Unit II:**

Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account.

#### **Unit III:**

Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.

#### **Unit VI:**

Financial restructuring-Reorganization of share capital, Internal Reconstruction - accounting, financial and tax aspects.

#### **Unit V:**

Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

### **Text Books:**

1. Chandrashekar Krishnamurti, Vishwanath S. R.: Mergers, Acquisitions and Corporate Restructuring - Text and Cases, Sage Publication.
2. J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin Prashant Salwan: Takeovers, Restructuring and Corporate Governance, Pearson Education, New Delhi.

### **Suggested Readings:**

1. Arzac, E.R. (2008). Valuation for Mergers, Buyouts and Restructuring (2nd ed.). John Wiley and Sons, Inc.

2. Brealey, Myers & Allen. (2018) *Principles of Corporate Finance*. (12th ed.). McGraw Hill.
3. Chandra P. (2015). *Corporate Creation*. New Delhi Tata Mc-Graw Hill.
4. Damodaran, A. (2012). *Damodaran on Valuation: Security Analysis for Investment and Corporate Finance*. (2nd ed.). John Wiley and Sons, Inc.
5. Damodaran, A. (2017). *The Dark Side of Valuation*. (2nd ed.): Financial Times Press.
6. De Pamphilis, D.M. (2008). *Mergers, Acquisitions, and Other Restructuring Activities*. (4th ed.): Academic Press, Elsevier Inc.
7. ICWAI. *Financial Analysis & Business Valuation* (Final study material). (Latest Editions)
8. Gaughan, P.A. (2007) *Mergers, Acquisitions and Corporate Restructurings* (4th ed.). : John Wileys& Sons.
9. Hayward, R. (2015). *Valuation: Principles into Practice* (6th ed.). Routledge
10. Hunt, P.A. (2007). *Structuring Mergers & Acquisitions: A Guide to Creating Shareholder Value*. (3rd ed.): Wolters Kluwer, Law &Business, Aspen Publishers.
11. Reed, S.F. Alexander, L. & Nesvold, H.P. (2007). *The Art of M&A: A Merger Acquisition Buyout*. (4th ed.). McGraw-Hill.
12. Rosenbaum, J. & Pearl, J. (2009) *Investment Banking: Valuation, Leverages Buyouts, and Mergers & Acquisitions*. John Wiley and Sons, Inc.
13. Shapiro, E. Mackmin, D & Sams, G. (2018) *Modern Methods of Valuation*, 12<sup>th</sup> Editions: Routledge

## **MBF - 25/IV/07: STRATEGIC COST MANAGEMENT**

### **Course Objectives**

This course enables the students to:

- A. To impart knowledge about the interpretation cost accounting statements
- B. To develop knowledge how to analyse and evaluate information for cost ascertainment, planning, control and decision making,
- C. Establish systems to help streamline the transactions between corporate support departments and the operating units
- D. To develop sound knowledge in the area of an Activity based costing system and customer profitability analysis and to impart knowledge of uniform costing system.
- E. To develop sound knowledge of Cost Management Information System for reporting purpose along with cost financial and management audit.

### **Course Outcomes**

After the completion of this course, students will be able to:

1. Understand and analyse various cost accounting statements.
2. Apply appropriate cost allocation techniques to a variety of costing problems in context of standard costing.
3. Able to introduce costing system in an organisation for various departments and operating units
4. Implementation of an Activity based costing system along with customer profitability analysis with Uniform Costing and Inter firm Comparison
5. Evaluate and explain the Gained concept of Cost Management Information System of effective reporting for different level management along with cost audit.

### **Course Contents:**

#### **Unit I:**

Cost Management Strategy, Fundamentals of Cost Management - Cost Accounting and Management Accounting, Cost Ascertainment, Cost Estimation, Concept of Cost Center and Cost Unit, Installation of Costing System, Strategic Focus of Cost Management, Cost Statement, Value Analysis – Procedure, Advantages. Budgetary Control Preliminaries for Adoption of Budgetary Control System, Organization of Budgetary Control, Budget Manual, Forecast and Budgets, Length of Budget Period, Master Budget, Functional Budgets – Cash Budget, Production Budget, Manufacturing Budget, Material Budget, Purchase Budget, Sales Budget, Selling and Distribution Cost Budget, Fixed and Flexible Budget, Zero Based Budgeting, Responsibility Accounting.

#### **Unit II:**

Standard Costing Standard Cost – Meaning & Concept, Setting of different types of Standard, Establishing Standard Costing System, Standard Cost Sheet, Standard Cost Period, Revision of Standards, Variance Analysis – Material Cost Variance, Labour Cost Variance and Overhead Variance -Two Variance, Three Variance and Four Variance Methods, Analysis of Overhead Variance, Reporting of Variance, Variance Ratios and Cost Ratios, Operating Statements in Standard Costing System.

#### **Unit III:**

Cost Estimation, Cost Reduction and Productivity Cost Estimation – Definition & Goal, Cost Estimation Methods - Account Analysis, Scatter Graphs, High-Low Method & Linear regression. Strategic Role of Cost Estimation. Cost Reduction and Cost Control – Concept, Cost Reduction Program, Cost Reduction Committee, Requisites of Satisfactory Cost Reduction Scheme, Cost Reduction Fields, Cost Reduction Tools and Techniques – Budgetary Control & Standard Costing, Inventory Control, Standardization & Simplification. Productivity – Determination of Factorial Productivity, Improving Productivity, Advantages of Higher Productivity. Inflation Accounting (Accounting for Price Level Changes).



**Unit IV:**

Introduction, Limitations of Traditional Methods of Overhead Absorption, Definition and Concept, Characteristics, Prerequisites, Steps and Implementation - Planning, Organizing, Management Education, Designing the Process, Maintaining the System, Advantages and Usefulness, Limitations, Objective Based Costing (OBC), Uniform Costing and Inter firm Comparison Uniform Costing – Scope, Advantages and Limitations, Requisites for Installations, Fields to be Covered, Uniform Cost Manuals. Inter Firm Comparison – Comparability of Firms, Necessity, Requirement of Inter Firm Comparison Scheme, Scheme of Management Ratio for Inter Firm Comparison, Advantages and Critical Aspects.

**Unit V:**

Cost Management Information System Information for Various Level of Management, Objective of a System for Information, Communication, Requisite of an Effective Information System, Reporting, - Essentials of Effective Report, Reporting at different Levels of Management, Cost Audit – Objective, Important Aspects, Advantages, Features, Distinction between Cost and Financial Audit, Management Audit.

**Suggested Readings:**

T1. Cost Accounting, Charles T Horngren, Pearson Education

T2. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage

**Reference Books:**

R1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.

R2. Cost Management – A Strategic Emphasis, Edward j. Blocher, David E. Stout, Gary Cokins, Kung H Chen, McGraw Hill Irwin.

R3. Cost Accounting, M N Arora, Vikas Publication

R4. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication

R5. Cost Accounting, Charles T Horngren, Pearson Education

R6. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage

## **MBF - 25/IV/08: BEHAVIORAL FINANCE**

### **Course Objectives**

This course enables the students:

- A. To impart knowledge about the differences between a behavioral finance Perspective and a traditional finance perspective.
- B. To develop knowledge about the cognitive biases and errors of judgment that affect financial decisions.
- C. To develop sound knowledge in behavioral investment decisions.
- D. To impart knowledge in behavioral influences involving corporate (executive) financial decisions.
- E. To develop sound knowledge in developments in this new area and the associated Practical insights they provide.

### **Course Outcomes**

After the completion of this course, students will be able to:

- 1. Critique the differences between a behavioral finance perspective and a traditional finance perspective.
- 2. Comprehend the cognitive biases and errors of judgment that affect financial decisions of individuals.
- 3. Appraise behavioral influences involving individual's investment decisions.
- 4. Evaluate behavioral influences involving corporate (executive) financial decisions.
- 5. Understand the important new developments in this domain and suggest measures to build a smart organization

### **Course Contents:**

#### **Unit 1**

Investment Decision Making Cycle: Traditional versus Behavioral Finance. Concept nature and importance of Behavioural Finance. Evolution of behavioral finance., Expected Utility Theory, Influence of Psychology.

#### **Unit 2**

Heuristics and Biases: How the human mind works, Familiarity and related heuristics, Representativeness and related biases, Irrationality and adaptation, Self-Deception, Forms and causes of Over-confidence

#### **Unit 3**

Prospect Theory and Mental Accounting, Reference and dependence, Changes in risk attitude, SP/A Theory, Mental Accounting, Sunk Cost effect, Emotional and social factors.

#### **Unit 4**

Behavioural aspects of Investing: Investor behaviour, Behavioural Portfolio Theory, Knowing yourself: Psychographic Models, Guidelines for overcoming psychological biases,

#### **Unit 5**

Behavioral Corporate Finance: Valuation, Capital Budgeting, Capital Structure, Dividend Policy, Mergers and Acquisitions,

Building a smart organization: Challenges, accounting, Financial Planning, Incentives, Information Sharing, Group Processes.

### **Suggested Readings:**

T1. Behavioural Finance, Prasanna Chandra, McGraw Hill.

T2. Value Investing and Behavioural Finance, Parag Parikh, McGraw Hill.

### **Reference Books:**

R1. Behavioural Finance: insights into irrational minds and market, James Montier, Wiley Finance

R2. Advances in Behavioural Finance, Richard H. Thaler, Russell Sage Foundation