



GALGOTIAS UNIVERSITY

Syllabus of **B. B. A. (FIA)**

Name of School: School of Finance and Commerce

Department: Finance and Commerce

Year: 2018-19

GALGOTIAS
UNIVERSITY

School of Finance and Commerce



Curriculum

For

Bachelor of Business Administration (Financial Investment Analysis)

(with effect from 2018-21 onwards)

(As Approved by the Board of Studies, School of

Finance and Commerce in its meeting held on 27th September, 2018)

Galgotias University

Galgotias University's mission is to graduate socially responsible future technologists and business leaders with good communications skills, problem solving skills and an entrepreneurial spirit with a commitment to economic development. With a strong multidisciplinary knowledge base, graduates of GU will be well prepared to succeed in an increasingly competitive global economy. With a focus on multidisciplinary research and education and a learning model that emphasizes active learning, GU aspires to be globally known for innovation at the intersection of disciplines. GU's bold vision builds upon over a decade of excellence of Galgotias Institutions in engineering and business education. Galgotias Institutions have been nationally ranked by India Today, Business Today and Outlook for their programs in engineering. Galgotias Business School was recently recognized by Dun and Bradstreet as a leading business school in India. With a 100% placement record for the last four years supported by multinational firms like Accenture, Hewitt, IBM, Infosys, Nokia, and Samsung, Galgotias Institutions have earned the respect of top performers in the industry.

University Vision

"To be known globally for value-based education, research, creativity and innovation"

University Mission

- Establish state-of-the-art facilities for world class education and research.
- Collaborate with industry and society to align the curriculum,
- Involve in societal outreach programs to identify concerns and provide sustainable ethical solutions.
- Encourage life-long learning and team-based problem solving through an enabling environment.

School Vision

To be one amongst the best known finance and commerce schools for value based education trans-disciplinary research and innovation.

School Mission

1. Nurture young professionals by providing strong fundamentals in accounting, auditing and finance through effective pedagogies.
2. Develop solutions for seamless integration with global financial systems.
3. Inspire learners to apply financial risk management and analytical skills to real world issues.
4. Inspire, enable, empower aspirants to become innovative industry ready leaders in the World of Finance and Commerce.

Bachelor of Business Administration (Financial Investment Analysis) Program

About the Program: The BBA (Financial Investment Analysis) program is a three-Year full time undergraduate professional program in finance and investment analysis spread over six semesters leading to Graduate Degree designated as BBA (Financial Investment Analysis).

The program at the School of Finance and Commerce has been designed to cater to the growing needs of Corporate, Banks, Capital Market, insurance, Real Estate, Multinationals, Government and Semi-Government organizations for students aspiring to be qualified finance professionals. It is estimated that more than ten lakhs jobs are likely to be created in next five to ten years in banking and financial sectors of Indian economy. The program seeks to equip the participants with conceptual, practical and analytical skills for financial as well as investment decision making.

The students would be provided with specialized knowledge and skills in various areas of Finance and Investment Analysis such as Financial Management, Capital Market, Investment Analysis and Portfolio Management, Financial Econometrics, Financial Services, investment management, International Finance and Accounting , Financial Derivatives and Risk Management, etc. along with the necessary inputs in the basic areas of managerial decision-making such as Organizational Behavior, Managerial Economics, Quantitative Techniques, Financial Accounting , Corporate Tax and Laws, and Information Technology etc.

Students are also required to undergo an industry internship training for a period of 6 to 8 weeks in a business / corporate establishment so as to have practical and real life experience of organizational functioning and also to write a project report on any issue /problem/case relating to financial and managerial aspects of business decision making process as a part of the fifth semester of the program.

With the knowledge and skills obtained through this program, students will be able to take rational financial decisions in any complex and challenging environment, locally as well as globally, while rendering their job as successful finance professionals and entrepreneurs.

Program Educational Objectives (PEOs)

PEO 1: The objective of the BBA (FM) program is to make the students capable of developing an independent and Critical thinking by making a positive contribution to business, trade and industry in the national and global context.

PEO 2: To equip the students to have a sound knowledge of the discipline by applying mechanisms and tools to arrive at informed decisions in profession and practice, striking a balance between business and social dimensions.

PEO 3: Graduates will have a solid foundation to pursue professional careers and take up higher learning courses such as MBA, MCA, M.Com, M. Phil, Ph.D as well as any other research.

PEO 4: The program is aimed at producing resourceful, responsible graduates who would initiate and build upon entrepreneurial ventures or demonstrate entrepreneurship for their employer organizations.

PEO 5: Graduates will recognize the requisition for adapting to change and become ethically and socially aware and have the aptitude and ability to engage in independent and life-long learning in the broadest context of socio-economic, technological and global change.

Program Outcomes (PO's):

PO 1: Accounting and Financial Knowledge

Apply the knowledge of Accounting and Finance to solve real business issues.

PO 2: Project Management and Finance

Apply knowledge related to the field of finance in project management as an entrepreneur/a team member/a team leader to manage projects in multidisciplinary environments.

PO 3: Problem Analysis

Identify, formulate, and analyze commerce and financial issues reaching validated conclusions based on data.

PO 4: Exploring Alternate Solutions

Explore alternate solutions for financial issues and develop systems and processes that meet the specified needs of business with appropriate consideration for social, cultural, economic and financial issues.

PO 5: IT and Statistical Tools Usage

Select, and apply appropriate modern management & IT tools, techniques and resources including prediction & modelling to financial activities.

PO 6: The Managers and Society

Apply the contextual knowledge to assess the issues related to society, health, safety, law, and culture pertaining to business management practices.

PO 7: Sustainability, Growth and Development

Apprehend and visualize the impact of financial decisions in societal and environmental context and demonstrate the knowledge of sustainable growth and development.

PO 8: Ethics and Professional Integrity

Imbibe and commit to professional ethics of financial management practices.

PO 9: Leadership and Motivation

Function effectively as a motivated individual/a member/a leader in diverse business settings

PO 10: Effective Communication

Communicate effectively with business community and with society at large.

PO 11: Life-Long learning and Values

Recognize and have the ability to engage in independent life-long learning personal and professional development in dynamic environment.

PROGRAM STRUCTURE

The Bachelors of Business Administration (Financial Investment Analysis) Program is divided into three parts. Each part will consist of two semesters.

		Semester – Fall	Semester -Winter
Part I	First Year	Semester – 1	Semester – 2
Part II	Second Year	Semester – 3	Semester – 4
Part III	Third Year	Semester - 5	Semester - 6

**PROPOSED COURSE STRUCTURE UNDER CHOICE BASED CREDIT
SYSTEM for
Bachelors of Business Administration (Financial Investment Analysis)**

PART I: FIRST YEAR

First Year Part I examination shall comprise of two semesters:

SEMESTER-I

Course Code	Course Title	L	T	P	C	Category	Version	Course Prerequisite
BBAF 1001	Environmental Science	3	0	0	3	Ability Enhancement Course	1.0	
BBAF 1002	Financial Accounting & Analysis	3	1	0	4	Core Discipline	1.0	
BBAF 1003	Managerial Economics	3	0	0	3	Core Discipline	1.0	
--	Any One from the first four subjects in the list of Generic Elective / Interdisciplinary Courses	3	0	0	3	Elective Course – Generic/ Interdisciplinary	1.0	
	Total				13			

SEMESTER-II

Course Code	Course Title	L	T	P	C	Category	Version	Course Prerequisite
BBAF 1005	Business Communication	3	0	0	3	Ability Enhancement Course	1.0	
BBAF 1006	Statistics for Business Decisions	3	1	0	4	Core Discipline	1.0	
BBAF 1007	Cost & Management Accounting	3	1	0	4	Core Discipline	1.0	
BBAF 1008	Contemporary Accounting	3	1	0	4	Core Discipline	1.0	

--	Any One from the first four subjects in the list the List of Generic Elective / Interdisciplinary Courses	3	0	0	3	Elective Course – Generic/ Interdisciplinary	1.0	
	Total				18			

PART II: SECOND YEAR

Second Year Part II examination shall comprise of two semesters:

SECOND YEAR- SEMESTER-III

Course Code	Course Title	L	T	P	C	Category	Version	Course Prerequisite
BBAF 2009	Income Tax	3	1	0	4	Core Discipline	1.0	
BBAF 2010	Corporate Finance	3	1	0	4	Core Discipline	1.0	
BBAF 2011	Indirect Taxes	3	1	0	4	Core Discipline	1.0	
BBAF 2012	IT Tools for Business	3	0	0	3	Skill Enhancement Course	1.0	
BBAF 2013	IT Tools for Business (Lab)	0	0	2	1	Skill Enhancement Course	1.0	
--	Any One from the last four subjects in the List of Generic Elective / Interdisciplinary Courses	3	0	0	3	Elective Course – Generic / Interdisciplinary Skill Enhancement Course	1.0	
	Total				19			

SECOND YEAR- SEMESTER-IV

Course Code	Course Title	L	T	P	C	Category	Version	Course Prerequisite
BBAF 2014	Macro Economics	3	0	0	3	Core Discipline	1.0	
BBAF 2015	Quantitative Techniques	3	1	0	4	Core Discipline	1.0	
BBAF 2016	International Finance	3	1	0	4	Core Discipline	1.0	
BBAF 2017	Financial Econometrics	3	1	0	4	Core Discipline	1.0	
BBAF 2018	Financial Statement, Interpretation and Reporting	3	0	0	3	Skill Enhancement Course	1.0	

--	Any One from the last four subjects in the List of the List of Generic Elective / Interdisciplinary Courses	3	0	0	3	Elective Course – Generic / Interdisciplinary	1.0	
	Total				21			

PART III: THIRD YEAR

Third Year Part III examination shall comprise of two semesters:

THIRD YEAR- SEMESTER-V

Course Code	Course Title	L	T	P	C	Category	Version	Course Prerequisite
BBAF 3019	Investment Analysis & Portfolio Management	3	1	0	4	Core Discipline	1.0	
BBAF 3020	Financial Derivatives	3	0	0	3	Core Discipline	1.0	
BBAF 3021	Entrepreneurship and New Ventures	3	0	0	3	Core Discipline	1.0	
BBAF 3022	Industry Internship *	0	0	0	4	Core Discipline	1.0	
--	Elective – I	3	1	0	4	Discipline Specific Elective	1.0	
--	Elective – II	3	1	0	4	Discipline Specific Elective	1.0	
	Total				22			

THIRD YEAR- SEMESTER-VI

Course Code	Course Title	L	T	P	C	Category	Version	Course Prerequisite
BBAF 3023	Corporate Restructuring	3	1	0	4	Core Discipline	1.0	
BBAF 3024	Field Project **	0	0	0	6	Core Discipline	1.0	
--	Elective – III	3	1	0	4	Discipline Specific Elective	1.0	
--	Elective – IV	3	1	0	4	Discipline Specific Elective	1.0	
	Total				18			

ELECTIVE COURSES

Elective courses in BBA (FIA) are divided into:

- 1. Generic/ Interdisciplinary Elective:** A student is required to opt for any **one** elective course in each of the **Semesters I and II** out of **first four** subjects contained in the list and is required to opt for **one** elective course in each of the **III and IV** out of **out of last four** subjects contained in the list of courses at the commencement of each of the above semesters. The School may announce in the beginning of the respective semester, the list of electives which will be offered during the semester depending upon the availability of concerned faculty and the demand of electives. Following is the list of Generic/Interdisciplinary Electives:

GENERIC ELECTIVE / INTERDISCIPLINARY COURSES:-

Course Code	Elective Courses
BBAF 1004	Organizational Behavior
BBAF 1010	Business Ethics & Corporate Governance
BBAF 1011	Management Principles and Practices
BBAF 1012	Production & Operations Management
BBAF 2019	Industrial Relations and Labour Laws
BBAF 2020	Research Methodology
BBAF 2021	Advanced Accounting
BBAF 2022	Human Resource Management

- 2. Discipline Specific Electives:** A student is required to opt for any **two** elective courses in each of the **Semesters V and VI** out of total available list of courses at the commencement of each of the above semesters. The School will announce in the beginning of the respective semester, the list of electives which will be offered during the semester depending upon the availability of concerned faculty and the demand of electives. Following is the list of Discipline Specific Electives:

DISCIPLINE SPECIFIC ELECTIVES:

Course Code	Elective Courses
BBAF 3025	Investment Banking & Financial Services
BBAF 3026	Corporate Analysis & Valuation

BBAF 3027	Business Tax Planning
BBAF 3028	International Trade blocks and Multilateral Agencies
BBAF 3029	Corporate Accounting
BBAF 3030	Strategic Corporate Finance
BBAF 3031	Management of Financial Institutions

***Industry Internship**

A student should be placed in any business establishment to do full time work in fulfillment of the requirement of the course BBAF 3004 – Industry Internship of Semester V of the BBA (FIA) programme. It includes training equivalent to 30 working days (or 6 weeks, with a 5 day week) such that s/he completes (8 hours a day@30 days) 240 hours during vacations and/or holidays (after Semester IV).

As a student worker s/he should do any work assigned by the establishment. The work experience is intended to expose the student to day to day aspects of business so that s/he may be able to understand the real life meaning of any of the concepts exposed to during the learning in the class room. The report should be written in a minimum of 4000 to 5000 words to describe any of the aspects of business s/he has observed during the period of work experience. It shall be typed and submitted in three copies (one copy for the establishment, one for evaluation and one copy for the student's record).

Evaluation of the report will be done along with BBA V semester examination. If a student fails to submit the report by mid of Semester V or any other date announced by the University, his/her result may be withheld. The report will be evaluated out of 70% of the total marks and the remaining 30% of the total marks will be based on viva voice examination to be conducted by one internal expert and one external expert. Experts/ Examiners will be appointed by the Dean of the School or any other person appointed by the Vice Chancellor.

**** Field Project**

Every student shall have an appropriate topic selected for doing field project report at the beginning of the **fifth** semester and appear for viva voice exam at the end of **sixth** semester. Evaluation of the report will be done along with VI Semester examination. If a student fails to submit the report by mid of Semester VI or any other date announced by the University, his/her result may be withheld. The report will be evaluated out of 70% of the total marks and the remaining 30% of the total marks will be based on viva voice examination to be conducted by one internal expert and one external expert. Experts/ Examiners will be appointed by the Dean of the School or any other person appointed by the Vice Chancellor.

CURRICULUM FOR FIRST SEMESTER

BBAF 1001- ENVIRONMENT SCIENCE

Course Objective: To train the students to acquire awareness of the total environment and its allied problems. To gain a variety of experiences and acquire a basic understanding of environment i.e., physical, biological, social and cultural aspects of life. To inculcate a set of values and feelings of concern among children about environmental issues.

Course Contents:

Unit – I:

10 lecture hours

- Definition, principles and scope of Environmental Science.
- Earth, Man and Environment. Ecosystems, Pathways in Ecosystems.
- Physio-chemical and Biological factors in the Environment.
- Geographical classification and zones.
- Structure and composition of atmosphere, hydrosphere, lithosphere and biosphere.
- Natural resources, conservation and sustainable development.

Unit – II:

10 lecture hours

- Definition, Principles and scope of ecology, Human ecology and Human settlement, Evolution, Origin of life and speciation.
- **Ecosystems** : Structure and functions, Abiotic and Biotic components, energy flows, Food chains, Food web, Ecological pyramids, types and diversity.
- **Biodiversity and its conservation:** Definition, 'Hotspot's of Biodiversity, Strategies for Biodiversity conservation. National Parks and Sanctuaries. Gene pool.

Unit III:

10 lecture hours

- **Earth's Processes and Geological Hazards:** Earth's processes; concept of residence, time and rates of natural cycles. Catastrophic geological hazards. Study of floods, landslides, earthquakes, volcanism and avalanche. Prediction and perception of the hazards and adjustments to hazardous activities.
- **Water Resources and Environment:** Global Water Balance. Ice sheets and fluctuations of sea levels. Origin and composition of seawater.

Unit IV:

10 lecture hours

- **Pollution:**
- **Air:** Natural and anthropogenic sources of pollution. Primary and Secondary pollutants. Transport and diffusion of pollutants. Gas laws governing the behaviour of pollutants in the atmosphere. Methods of monitoring and control of air pollution SO₂, NO_x, CO, SPM.

Effects of pollutants on human beings, plants, animals, materials and on climate. Acid Rain. Air Quality Standards.

- **Water:** Types, sources and consequences of water pollution. Physico – chemical and Bacteriological sampling and analysis of water quality. Standards, sewage and waste water treatment and recycling. Water quality standard.
- **Soil:** Physico – chemical as bacteriological sampling as analysis of soil quality. Soil Pollution Control. Industrial waste effluents and heavy metals, their interactions with soil components. Soil micro – organisms and their functions, degradation of different insecticides, fungicides and weedicides in soil. Different kinds of synthetic fertilizers (NP & K) and their interactions with different components of soil.
- **Noise:** Sources of noise pollution, measurement of noise and Indices, effect of meteorological parameters on noise propagation. Noise exposure levels and standards. Noise control and abatement measures. Impact of noise on human health.
- **Marine:** Sources of marine pollution and control. Criteria employed for disposal of pollutants in marine system-coastal management.

Readings:

1. “Environmental Science” by Miller T G.
2. “Introduction to Environmental Engineering and Science” by Gilbert M Masters.
3. “The Biodiversity of India” by Bharucha Erach.
4. “Essentials of Ecology” by Townsend C and Michael Begon.
5. “Introduction to Air Pollution” by Trivedi R K and P K Goel.
6. “Environmental Science and Engineering” by Henry J C.

BBAF 1002- FINANCIAL ACCOUNTING & ANALYSIS

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Contents:

Unit I: 10 lecture hours

Introduction to Financial Accounting: Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information, Concepts, Principles and Conventions – Generally Accepted Accounting Principles; The Accounting Equation; Nature of Accounts, Types of books (Primary and Secondary) and Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance.

10 lecture hours

Unit II: 10 lecture hours

Preparation of Financial Statements: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, Understanding contents of financial statements of a joint stock company as per the Companies Act 2013; Understanding the contents of annual report of a company, Preparation of cash flow statement as per AS-3 (revised).

Unit III: 10 lecture hours

Indian Accounting Standards (Ind-AS): Concept, benefits, procedure for issuing Ind-AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards(IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB and concept of harmonization and convergence, obstacle in harmonization and convergence, suggestions for increased convergence and harmonization.

Unit IV: 10 lecture hours

Financial Statement Analysis: Objective of financial statement analysis, sources of information; Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Analysis of ratios from the perspective of Stakeholders like Investors, Lenders, and Short-term Creditors. Liquidity Ratios, Solvency Ratios, Profitability Ratios, and Turnover Ratios; Limitation of ratio. Analysing the power of ratios in forecasting business failures using Altman Z-score, multiple discriminant analysis and decision-tree analysis.

Readings:

1. Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks
2. Tulsian, P.C., Financial Accounting, Pearson
3. Maheshwari, S.N. & Maheshwari, S.K. , Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers
6. Gupta, Ambrish: Financial Accounting for Management
7. Bhattacharyya, Asish K., Financial Accounting for Business Managers 8. Jain, S.P. & Narang, K.L., Advanced Accountancy.
8. Charles T. Horngren, Gart L. Sundem, John A. Elliot and Donna R. Philbrick, Introduction to Financial Accounting, Pearson

BBAF 1003 - MANAGERIAL ECONOMICS

Objectives: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course contents:

Unit I:

10 lecture hours

Introduction to managerial economics-meaning, scope and function of managerial economist. Growth theory of the firm, Satisfying theory of firm, Managerial and Behavioral theory etc. Ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods).

Unit II:

10 lecture hours

Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply. Individual and market demand functions; law of demand, determinants of Demand. Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply.

Unit III:

10 lecture hours

Concept of production & Production function with one and two variable inputs. Types of production function, concepts of production. Law of variable proportions, returns to factor and scale. Concept of isoquants.

Concept of cost- meaning and types. Short and long run cost functions- their nature, shape and inter relationship. Marginal and average cost curves and their shapes. Estimation of short-run and long run cost function.

Unit IV:

10 lecture hours

Different forms of market structures- meaning and features. Pricing strategies under different market conditions. Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma.

Readings:

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan.

BBAF 1005: BUSINESS COMMUNICATION

Unit I:

10 lecture hours

Business Communication – Meaning & Importance, Communication Purpose, Process, Elements, Barriers to Communication and Conditions for Successful Communication. Forms of Communication, Basic Models of Communication, 7C's of Effective Business Communication.

Unit II:

10 lecture hours

Organizational Communication: Importance of Communication in Management, Formal and Informal Communication, Internal and external communication Presentation Skills: Presentation on any Chosen Topic, Oral Presentations, Principles of Oral Presentations, Factors affecting presentations. Business Etiquette: Understanding Etiquette, Cross-Cultural Etiquette, Business manners. Business to Business Etiquette.

Unit III:

10 lecture hours

Internal Correspondence: Memos, Circulars, Notices, Office Orders Correspondence with banks- Regarding overdrafts, Cash credits, Loans; Drafting of sales letters, Circulars, Preparation of sales reports, Customers' Correspondence- Complaints, Regarding dues, follow up letters Secretarial Correspondence: Correspondence with shareholders, debenture holders regarding dividend, interest, transfer-transmission.

Unit IV:

10 lecture hours

Communicating with statutory authorities and bodies like Stock exchange, RBI, SEBI Preparation of Resume, Job application, Drafting of interview letters, Call letters, Final appointment orders.

Readings:

1. Taylor, S. and Chandra, V., "Communication for Business: A Practical Approach", Fourth Edition, 2011, Pearson Education.
2. Bovee, C. and Thill, J., "Business Communication Today", 2011, Prentice Hall.
3. Sethi, A and Adhikari, B. "Business Communication", 2009, McGraw Hill Education.

BBAF 1006: STATISTICS FOR BUSINESS DECISIONS

Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit I: 10 lecture hours

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

Unit II: 10 lecture hours

Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Correlation Analysis: Meaning and significance. Types of correlation. Methods of studying simple correlation - Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient

Unit III: 10 lecture hours

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

Unit IV: 10 lecture hours

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

Readings:

1. S.P. Gupta (S.P.) : Statistical Methods, Sultan Chand & Sons, 34th Edition
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall

BBAF 1007: COST & MANAGEMENT ACCOUNTING

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

Course contents:

Unit 1: 10 lecture hours

Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting, Cost, Costing, Cost Control, and Cost Reduction. Elements of Cost, Components of total Cost, Cost sheet.

Classification of costs: Fixed, Variable, Semi-variable, and Step costs; Product, and Period costs; Direct, and Indirect costs.

Unit II: 10 lecture hours

Cost-Volume-Profit Analysis: Contribution, PV Ratio, Margin of safety, Break-even-point, cost break-even-point, cash break-even-point, Composite break-even-point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Shut down or continue, Acceptance of an export order.

Unit III: 10 lecture hours

Budgets and Budgetary Control: Meaning, Types of Budgets (sales, production, purchase raw material consumption, cash budget. Steps in Budgetary Control, Fixed and Flexible Budgeting, Responsibility Accounting.

Unit IV: 10 lecture hours

Standard Costing and Variance Analysis: Material, Labour & Overhead variances. Activity based costing, Target costing, Life cycle costing, Quality costing (only theoretical knowledge)

Readings:

1. Maheshwari, S.N., and Mittal, S.N. **Cost Accounting: Theory and Problems**, Shree Mahavir Book Depot (Publishers), Delhi.
2. M.N.Arora, Management Accounting, Theory, Problems and Solutions, Himalaya Publishing House

3. Horngren, C.T., Foster, G, and Datar, S.M., **Cost Accounting: A Managerial Emphasis**, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Henke, E.O., and Spoede, C.W., **Cost Accounting: Managerial Use of Accounting Data**, PWS-KENT Publishing Company, Boston.

BBAF 1008: CONTEMPORARY ACCOUNTING

Unit I:

10 lecture hours

Emergence of contemporary issues in accounting – influence of other disciplines on accounting and changing environment. Human Resource Accounting: Meaning and Scope, Human Resource Cost Accounting – Capitalization, Write off and Amortization Procedure. Human Resource Valuation Accounting – Appraisal of Various Human Resource Valuation Models. Use of Human Resource Accounting in Managerial Decisions. Human Resource Accounting in India.

Unit II:

10 lecture hours

Price Level Accounting – Methods, Utility and Corporate Practices Corporate Social Reporting: Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting. Corporate Social Reporting in India. Corporate Reporting: Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting.

Unit III:

10 lecture hours

Recent Trends in the Presentation of Published Accounts. Reporting by Diversified Companies. Value Added Reporting: Preparation and Disclosure of Value Added Statements, Economic Value Added, EVA Disclosure in India

Unit IV:

10 lecture hours

Accounting Standards in India. Significance and formulation of Accounting Standards. Accounting Standards relating to Interim Reporting. Accounting for Leases, Earning Per Share and Accounting for Intangibles. Contemporary Issues In Management Accounting: Target Costing.

Readings:

1. Lal, Jawahar and Lele, R.K., “Contemporary Accounting Issues”, Himalaya Publishers.
2. Porwal, L.S., “Accounting Theory”, Tata McGraw Hill.
3. Lal, Jawahar, “Corporate Financial Reporting”, Taxman.
4. Arora, J.S., “Price Level Accounting”, 1999, Deep and Deep Publishers. 5. Chander, Subhash, “Corporate Reporting Practices” , Deep and Deep Publishers.

BBAF 2009: INCOME TAX

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

Course contents:

Unit-I: 10 lecture hours

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

Unit-II: 10 lecture hours

Computation of income under the heads: Salaries, Income from house property,

Unit-III: 10 lecture hours

Computation of income under the heads: Profits and gains of business or profession, Capital gain, Income from other sources.

Unit-IV: 10 lecture hours

Clubbing of income, set-off and carry forward of losses, Deductions under Chapter VI-A, Partial Integration of Agricultural income, rebates and reliefs, Computation of total income and tax liability of individuals & Partnership firm. Preparation of return of income manually and through software, Provision & Procedures of COMPULSORY ONLINE filing of returns for specified assesses. Assessment procedure. Introduction of Direct Tax Code.

Readings:

1. Dr. Vinod K. Singhania and Dr. Monica Singhania; Students guide to income tax, Taxmann Publications.
2. GirishAhuja and Ravi Gupta; Systematic Approach to Income Tax: Bharat Law House.
3. Mahesh Chandra, D.C Shukla; Income Tax Law and Practice: Pragati Publications.
4. S.P Goyal; Direct tax planning: SahityaBhawan

Online Readings/Supporting Material:

1. Finance Act for relevant Assessment Year
2. CBDT Circulars
3. Latest court judgements

BBAF 2010: CORPORATE FINANCE

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

Course Contents:

Unit I: 10 lecture hours

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

Unit II: 10 lecture hours

Long-term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method.

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit III: 10 lecture hours

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model;

Unit IV: 10 lecture hours

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Determination of Working Capital. Determining Financing Mix of Working Capital.

Readings:

1. M.Y. Khan & P.K. Jain , Financial Management, Tata McGraw Hill Publishing Co. Ltd.
2. Rustogi , Financial Management
3. I.M. Pandey , Financial Management
4. L.J. Gitman& C.J. Zutter, Managerial Finance.R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty, Principles of Corporate Finance.
5. J.V. Horne & J.M. Wachowicz, Fundamentals of Financial Management.

BBAF 2011: INDIRECT TAXES

Unit I: Introduction

6 lecture hours

Legal Framework of Goods & Services Tax Act In India, Terminology, Comparison between Indirect Tax System and Goods & Services Tax System in India, Administration, and Registration.

Unit II: Estimation of Tax Liability & Documentation

8 lecture hours

Levy and Collection of Tax, Time and Value of Supply, Input Tax Credit, Tax Invoice, Credit and Debit Notes, Accounts and Records.

Unit III: Tax Procedures-I

8 lecture hours

Assessment, Filing of Returns, E-filing, Payment Of Tax, Refunds and Audit.

Unit IV: Tax Procedures-II

8 lecture hours

Inspection, Search, Seizure And Arrest, Demands And Recovery, Liability To Pay In Certain Cases, Advance Ruling, Appeals And Revision, Offences And Penalties, Transitional Provisions, Miscellaneous Provisions

Unit V: Other Legislations

10 lecture hours

Customs Laws- Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions.

Other Legislations in addition to Central Goods and Services Tax Law.

Readings:

1. Datey, V.S. (2013). Indirect Tax Law and Practice. Taxmann Publications Pvt. Ltd., Delhi.
2. Relevant Bare Acts

BBAF 2012: IT TOOLS FOR BUSINESS

Course Description: This course aims at understanding emerging technological issues facing management so that students can effectively manage information systems in the organization and to play active role in applying technology through the analysis, design and implementation of multiuser systems that will meet the information needs of the organization.

Course contents:

Unit I: Computer Fundamentals

Hardware, Firmware, Live-ware, Software: Relationship between hardware and software. System Software: Operating system, Translators, interpreter, compiler, assemblers, linkers.

Overview of operating system, function of operating system, Application software: General Purpose Packaged Software and tailor-made software.

Unit II: Networks and Internet

Introduction to networking: Importance of networking, Communication devices such as Modem and WIFI/router, Features of Networking, Anatomy of Internet. Internet Protocols, Search Engines. Social media for managers: HR and Marketing.

Unit III: Database Management System.

Traditional file Environment, Identification of Relevant data, Database, Evolution of Database Technology, Database format, Data redundancy, Database management systems, Big data, Data mining and warehousing.

Unit IV: Information Systems

Role of Managers in Information Technology: Using technology to transform organizations, Interpreting and understanding information. Basics of information systems: Meaning, Need of an efficient information System.

Unit V: IS planning

Type of Information system, Information requirement for Planning, Coordination, and control for various levels in Business, Management Information System: Meaning, concepts, input and output of MIS with illustration. Decision Support system: Introduction, Decision making, DSS concept, objective. Knowledge-Based Information System: Introduction, Expert system, User interface, knowledge base, advantages and disadvantages, illustrating an expert system.

Text books:

1. Lucas, H.C., Information Technology for Management, Tata- McGraw Hill.
2. H.N. Tivari and Hen Chand Jain, Computer Fundamental and Essential Tools, International Book House, Pvt. Ltd.
3. Rajaraman, V. Introduction to Information Technology. PHI.

Reference books and supplementary resources:

1. Cyganski - Information Technology: Inside and outside (Pearson, 1stEdition).
2. Basandra SK - Computers Today (Galgotias, 1st Edition).
3. Monely D; Parker C S, Understanding Computers Today & Tomorrow, Cengage/Thomson
4. Turban, Rainer and Potter, Introduction to information technology, John Wiley and sons.
5. James, A. O'Brien, Introduction to Information Systems, TMH.

BBAF 2014: MACRO ECONOMICS

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

Course Contents

Unit I:

10 lecture hours

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit II:

10 lecture hours

Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lumpsum tax, foreign trade), effect of fiscal and monetary policy.

Unit III :

10 lecture hours

Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

Unit IV:

10 lecture hours

Open Economy : brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy.

Readings:

1. Froyen, R.P. (2011) Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson

BBAF 2015: QUANTITATIVE TECHNIQUES

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

Course contents:

Unit I:

10 lecture hours

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

Unit II:

10 lecture hours

Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes)

Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

Unit III:

10 lecture hours

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

Unit IV:

10 lecture hours

Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information

Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation.

Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

Readings:

1. N. D. Vohra, Quantitative Management, Tata McGraw Hill
2. P. K. Gupta, Man Mohan, KantiSwarup, Operations Research, Sultan Chand
3. V. K. Kapoor, Operations Research, Sultan Chand & Sons

4. J. K. Sharma, Operations Research Theory & Applications, Macmillan India Limited.

BBAF 2016: INTERNATIONAL FINANCE

Objective: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course contents:

UNIT-I: 10 lecture hours

Introduction: concept of International trade, International Business, International Finance and differences among them.

International Monetary System: Different types of Exchange rate mechanisms- the gold standard, The Bretton Woods System, Current monetary system, European Monetary Union.

UNIT-II: 10 lecture hours

Foreign Exchange Management: Forex market –Merchant market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions.

Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting.

UNIT-III: 10 lecture hours

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

UNIT-IV: 10 lecture hours

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment.

Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

Readings:

1. PG Apte; International Finance, Tata Mcgraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall
Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- Mcgraw Hill.

BBAF 2017: FINANCIAL ECONOMETRICS

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

Course Contents:

Unit I:

10 lecture hours

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

Unit II:

10 lecture hours

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

Unit III:

10 lecture hours

Time Series Models: Test of stationary- Unit Root Test: Intercept Stationarity, Trend Stationarity, and Difference Stationarity. Weak Stationarity and Strong Stationarity

Unit IV:

10 lecture hours

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

Recommendation

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

Readings:

1. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) Econometric Models and Economic Forecasts. (3rd ed.).Singapore: McGraw Hill.
2. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.) Thomson South Western

3. Christopher Dougherty (2007). *Introductory Econometrics* (3rd ed.). Oxford University Press.
4. Gujarati, Damodar and Sangeetha (1995). *Basic Econometrics* (4th ed.). New Delhi: McGraw Hill.

Note: The use of relevant statistical software is encouraged for the making projects based upon sections from this paper.

BBAF2018: FINANCIAL STATEMENT INTERPRETATION AND REPORTING

Course Description: In a developing economy like India, financial statements and their interpretation and reporting has been acknowledged by all. Convergence of the reports with international standards is the need of the day. As a result, the knowledge of such standards has become absolutely necessary. In view of this course, the subject interpretation and analysis of financial statements has gained importance.

Course Contents:

Unit I: Financial Reporting: An Introduction

8 lectures

Introduction, Causes of International Differences, Major differences in Financial Reporting, Indian GAAP, US GAAP, IAS and IFRS, International organizations engaged in accounting harmonization. International Classification of Financial Reporting, International Harmonization of Accounting, The Requirements of International Accounting Standards, Role of IFRS in Cross Border Capital Allocation.

Unit II: IFRS Framework

8 lectures

International Financial Reporting Standard (IFRS): meaning of standardization, the structure of IFRS. Process of IFRS Standard Setting, Constraints, Hierarchy of Standards, IFRS adoption or convergence in different countries, IFRs 1 (First time adopters).

Unit III: IFRS Coverage

8 lectures

International Financial Reporting Standards (2 – 13):- a brief study, Case studies on compliance with IFRS by Indian Companies and MNCs.

Unit IV: Developments in Financial Reporting

8 lectures

Value Added Statement, Economic Value Added, Market Value Added, Shareholder's Value Added, Human Resource Reporting (conceptual framework only).

Unit V: Interpreting Financial Statements

8 lectures

Interpreting Financial Statements: Interpreting Income statements, interpreting Balance sheets and interpreting Cash flow statements.

Text Books

1. Mehra, A; Seth, S.; "Financial Statements interpretation and reporting"; Kalyani Publishers.

Note: Latest edition of text book may be used.

Reference Books and supplementary resources:

1. Buffet, Warren; "Interpretation of Financial statement"; Mary Buffet Publications

2. Morley, Mike; "IFRS Simplified: A fast and easy-to-understand overview of the new International Financial Reporting Standards".
3. Tiffin, Ralph; "The Complete Guide to International Financial Reporting Standards "; Viva Publications.

BBAF 3019: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

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

Course Contents:

Unit I: 10 lecture hours

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Unit II: 10 lecture hours

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

Unit III: 10 lecture hours

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

Unit IV : 10 lecture hours

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and

undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures and Fama's Decomposition.

Readings:

1. Fischer, D.E. & Jordan, R.J. : Security Analysis & Portfolio Management ; Pearson Education.
2. Prasanna Chandra : Investment Analysis and Portfolio Management ; Tata Mcgraw Hill Education Private Limited

BBAF 3020: FINANCIAL DERIVATIVES

Objective: To equip students with principles and techniques of Complex Derivatives like Greeks & Exotic Options

Course Contents:

Unit I: 10 lecture hours

Introduction: History of derivatives, origin of derivatives in India, the classification of derivatives, the important features of derivatives. Early delivery, extension & cancellation of forward contracts. Basis risk, why hedge. Currency futures and its hedging strategies.

Unit II : 10 lecture hours

Options and its type, Factors affecting option Prices, upper bounds, lower bounds, early exercise, put & call parity, put & call parity (dividend effect). Trading strategies involving options: Spreads, combinations, payoffs; binomial model: One Period, Two Period and multiple Period. Black-Scholes option model.

Naked & covered position, options given by financial institutions, Stop loss strategy portfolio insurance

Unit III: 10 lecture hours

The Greek Letters: A Stop Loss strategy; Delta Hedging, Delta of European Stock Options; Delta of a portfolio; Theta of a portfolio; Gamma: Making a portfolio Gamma Neutral.

Unit IV: 10 lecture hours

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

Readings:

1. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
2. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India.

BBAF 3021: ENTREPRENEURSHIP AND NEW VENTURES

Unit I:

10 lecture hours

Entrepreneurship: Meaning, elements, determinants and importance of entrepreneurship and creative behavior. Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship, etc.

Unit II:

10 lecture hours

Entrepreneurship and Micro, Small and Medium Enterprises. Introduction to Entrepreneur, Entrepreneurship and Enterprise - Importance and relevance of the entrepreneur - Factors influencing entrepreneurship - Pros and Cons of being an entrepreneur - Women entrepreneurs, problems and promotion - Types of Entrepreneurs - Characteristics of a successful entrepreneur - Competency requirement for entrepreneurs - Awareness of self competency and its development

Unit III:

10 lecture hours

Small Scale Industries - Small scale industries/ Tiny industries/Ancillary industries/ Cottage Industries – definition, meaning, product range, capital investment, ownership patterns - Importance and role played by SSI in the development of the Indian economy - Problems faced by SSI's and the steps taken to solve the problems - Policies governing SSI's.

Unit IV:

10 lecture hours

Starting a Small Industry -Understanding a business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection - An overview of the steps involved in starting a business venture – location, clearances and permits required, formalities, licensing and registration procedures - Assessment of the market for the proposed project - Importance of financial, technical and social feasibility of the project.

Readings:

1. Dollinger M. J., "Entrepreneurship – Strategies and Resources", (2008), Marsh Publications.
2. Pareek, U., and Rao, T. V., eds., "Developing Entrepreneurship: Handbook", 1978, Indian Institute of Management (IIM), Ahmedabad.
3. Sharma S.V.S., "Entrepreneurial Development-SIET's Experience in Developing Entrepreneurship: Issues and Problems", (1980), Small Industries Development Training Institute, Hyderabad.
4. Srivastava, S.B., "A Practical Guide to Industrial Entrepreneurs", 1980, Sultan Chand & Sons, New Delhi.
5. Kumar, A. et al., Entrepreneurial Development, New Age International Publisher, New Delhi.

BBAF 3023: CORPORATE RESTRUCTURING

Objective: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

Course contents:

Unit I:

10 lecture hours

Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joint ventures.

Unit II:

10 lecture hours

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies.

Unit III:

10 lecture hours

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

Unit IV:

10 lecture hours

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

Readings:

1. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
2. Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill

3. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2nd ed.). International Book House Pvt. Ltd.
4. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education
5. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.

GENERIC ELECTIVE / INTERDISCIPLINARY COURSES

BBAF 1004: ORGANIZATIONAL BEHAVIOR

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

Course contents:

Unit I

10 lecture hours

Basic forms of Business Ownership: Sole proprietorship, Partnerships, Corporations/Company, Cooperatives: Advantages and Disadvantages; An Introduction to Special forms of ownership: Franchising, Licensing, Leasing; Evolution of Management Theory: Classical, Behavioral, Systems and Contingency approaches to Management. Managerial functions and Roles (Henry Mintzberg).

Unit II

10 lecture hours

Overview of Planning: Types of Plans, The planning process, Making plans effective, MBO as a tool for planning; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common Organisational structures- Functional product, Division, Customer, Geographic / Regional, Matrix, Hybrid, Networking organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

10 lecture hours

Conceptual Foundations and Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Concept, Types and Theories of Personality: Learning: Concept and Theories of Learning, reinforcement, Emotional Intelligence. Motivation: Concepts and their application, Need (Maslow and Herzberg), Content & Process theories, Expectancy theory, Equity theory, goal Setting theory. Leadership: Leaders and Leadership Process: Traits, Behaviour, and Situational theories, Hersey & Blanchards' situational Leadership Model, Likert's 4 system model, Fiedler's Leadership contingency theory, House's Path-goal theory, Contemporary Leadership issues: Charismatic, Transformational Leadership.

Unit IV

10 lecture hours

Organisational Power and Politics: Concept, Sources of Power, Tactics to gain power in Organizations. Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Readings:

1. Koontz & Heinz Wehrich: Essential of management McGraw Hill (1999)
- 2 Kaul, Vijay kumar, Management- Text & Cases, Vikas Publishing, New Delhi, 2015
3. Stoner & Wankel :Management
4. Stephen P. Robbins and Mary Coulter:Management, Pearson
5. Y.K. Bhushan: Fundamentals of Business Organisation & Management X Edition
6. Principles of Management, Gilbert, McGraw Hill
7. Richard L. Daft, Principles Of Management, Cengage Learning, India
8. Robbins Stephen P. : Organisational Behaviour, Pearson Education, 12th Edition
9. Luthans Fred : Organisational Behaviour, Tata McGraw Hill
10. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill, 12th Edition

BBAF 1010: BUSINESS ETHICS & CORPORATE GOVERNANCE

Objective: The objective of this paper is to make the students aware about the importance of ethics in the business, practices of good governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Course contents:

UNIT-I

10 lecture hours

Business ethics: Introduction: Meaning of ethics, Types of business ethic issues, why ethical problems occur in business, Ethical dilemmas in business Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties Justice and fairness, The ethics of care, Integrating utility, rights, justice and caring.

UNIT-II

10 lecture hours

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Corporate governance abuses, Role played by regulators to improve corporate governance.

Different Approaches to Corporate Governance, Leadership and Corporate Governance Different models of Corporate Governance, Landmarks of Corporate Governance, Rights and Privileges of shareholders, Investor's Problem and protection, Corporate Governance and Other Stakeholders, Board of Directors; Role, Duties and Responsibilities of Auditors, Bank and Corporate Governance, Business Ethics and Corporate Governance.

UNIT-III

10 lecture hours

Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing.

Whistle blowing: Kinds of whistle blowing, Blowing as morally prohibited, Whistle blowing as morally permitted, Whistle blowing as morally required, precluding the need for whistle blowing

Marketing truth and advertising: Marketing, Advertising, Truth and advertising, Manipulation and coercion, Allocation of moral responsibility in advertising

Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring

UNIT IV:

10 lecture hours

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit

maximization vs. social responsibility. Socially Responsive Management: Strategies of response, formulating socially responsive strategies

Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self regulation in discharge of social responsibility.

Readings:

1. A.C. Fernando-Business Ethics, Prentice Hall, Latest Edition.
2. Andrew Crane and Dark Matter- Business Ethics, Oxford Publications.
3. Adrain Davies – Best Practices in Corporate Governance (Gower), Latest Edition.
4. A.C. Fernando – Corporate Governance –Principles , Policies, and Practices (Pearson Education)

BBAF 1011: MANAGEMENT PRINCIPLES AND PRACTICES

Unit I: An Introduction to Management

10 lecture hours

Schools of Management Thought: Scientific, process, human Behavior and social system school; Decisions theory school; Quantitative and system school; Contingency theory of management; Managerial skills. Managerial Functions: Planning –concept, significance, types; Organizing-concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; coordinating; control- nature, process, and techniques.

Unit II: Motivation

10 lecture hours

Process of motivation; Theories of motivation- need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Unit III: Leadership

10 lecture hours

Fundamental concept; Leadership styles; Theories- trait theory, behavioral theory, Fiedler's contingency theory; Hersey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

Unit IV: Communication

10 lecture hours concept

of two-way communication; communication process; Barriers to effective communication types of organisational communication, improving communication, transactional analysis in communication.

Readings:

1. Hellreigel, D., Slocum, J.W. & Woodman, J. R.W. Organizational Behavior. South Western College Publishing, Ohio.
2. Hersey, P., Blanchard, K. H. & Johnson, D. E. Management of Organisational Behaviour: Utilising Human Resources. Prentice Hall, New Delhi.
3. Ivancevich, John and Matheson, M. T. Organisational Behaviour and Management, Tata McGraw-Hill, New Delhi.
4. Luthans, F. Organizational Behaviour. McGraw-Hill, New York.

BBAF 1012: PRODUCTION & OPERATIONS MANAGEMENT

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

Course contents:

Unit I

10 lecture hours

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Unit II

10 lecture hours

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Unit III

10 lecture hours

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout).

Unit IV

10 lecture hours

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables.

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill

4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .

Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Contents:

Unit I

10 lecture hours

Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem vs. Business Research problem.

Research Design: Exploratory, Descriptive & Causal. Validity in experimentation-internal validity and external validity. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit II

10 lecture hours

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

Unit III

10 lecture hours

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

Unit IV

10 lecture hours

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

Readings:

1. Chawla, D, &Sondhi,N. (2011) Research Methodology Concepts and Cases (1st ed.). Vikas Publishing House
2. Malhotra, N & Dash. S (2010) Marketing Research An Applied Orientation (6th ed.). Pearson, Prentice Hall of India.
3. Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin, M. (2013). Business Research Methods (9th ed.). Cengage Learning.
4. Johnson, R.A. &Wichern, D.W. (1997) Business Statistics-Decision Making with Data (1st ed.). John Wiley & Sons.
5. Cooper, D.R. & Schindler, P.S. (2008) Business Research Methods (10th ed.). McGraw Hill Education.

Unit I:**10 lecture hours**

Depreciation - Provisions and Reserves: Depreciation: Meaning – Causes - Objects of providing for depreciation - Factors affecting depreciation - Accounting Treatment - Methods of providing depreciation: Straight line method - Diminishing Balance Method. Provisions and Reserves: Reserve Fund – Different Types of Provisions and Reserves.

Unit II:**10 lecture hours**

Accounts from Incomplete Records - Hire Purchase and Instalment Purchase System: Single Entry: Features – Books and Accounts maintained - Recording of transactions - Ascertainment of Profit (Statement of Affairs method only). Hire Purchase System: Features – Accounting Treatment in the Books of Hire Purchaser and Hire Vendor - Default and Repossession. Instalment Purchase System: Difference between Hire purchase and Instalment Purchase Systems - Accounting Treatment in the books of Purchaser and Vendor.

Unit III:**10 lecture hours**

Accounting of Non-Profit Organizations: Non-Profit Entities: Features of non - Profit Entities – Accounting process - Preparation of summaries -Receipts and Payments Account: Meaning and special features - Procedure for preparation - Uses and limitations. Income and Expenditure Account: Features- Procedure for preparation- Preparation of Balance Sheet.

Unit IV:**10 lecture hours**

Partnership Accounts: Legal provisions in the absence of Partnership Deed Fluctuating Capitals – Preparation of final accounts Treatment of Goodwill and Admission of a partner. Accounting treatment of Retirement and Death of a Partner - Dissolution of Firm (Excluding Sale to Firm, Company and Amalgamation).Dissolution of Partnership Firms: Legal Position, Accounting for simple dissolution, Applications of rule in case of Garner Vs. Murray in case of insolvency of partner(s) (excluding piecemeal distribution and sale of a firm to a company).

Readings:

1. Shukla, M.C., Grewal, T.S. and Gupta, S.C., “Advanced Accountancy”, Vol. I & II, 2008, S Chand & Co, New Delhi
2. Gupta, R. L. & Radheswamy, M., “Advanced Accountancy” Vol. I & II, 2009, S Chand & Co, New Delhi
3. Maheshwari, S.N. & Maheshwari, V.L., “Advanced Accountancy” Vol. I & II, 2009, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Sehgal, A. & Sehgal, D., “Advanced Accountancy” Vol. I & II, Taxmann Publication Pvt. Ltd, New Delhi.
5. Porwal, L.S., “Accounting Theory”, 2001, Tata Mcgraw Hill Publishing Co. Ltd., New Delhi.
6. Sinha, G., “Accounting Theory & Management Accounting”, 2009, PHI Learning Pvt. Ltd., New Delhi,

Unit I: Introduction:**6 lecture hours**

Nature, scope, role, importance and functions of HRM, Evolution of HRM, Personnel Management vs. HRM, Challenges and New trends in HRM, Strategies for the New Millennium: Role of HRM in Strategic Management.

Unit II: Acquiring Human Resources:**8 lecture hours**

Objectives and Process HR Planning, Job Analysis – Job Description and Job Specification, Recruitment – Sources and Process, Selection Process – Tests and Interviews, Placement and Induction, Job Changes – Transfers, Promotions/Demotions, Separations.

Unit III: Developing Human Resources:**8 lecture hours**

Concept, Importance and Types of Training, Methods of Training, Designing a Training Programme, Evaluation of Training Effectiveness, Performance and Potential Appraisal – Concept and Objectives, Traditional and Modern Methods for Evaluation of Employee Performance, Limitations of Performance Appraisal Methods.

Unit IV: Compensation :**6 lecture hours**

Types of Compensation, Job Evaluation – Concept, Process and Significance, Components of Employee Remuneration – Base and Supplementary.

Unit V: Industrial Relations:**6 lecture hours**

Dynamics of Industrial Relations, Discipline and Grievance Management, Collective Bargaining.

Unit VI: Current issues in HRM:**6 lecture hours**

Human Resource Outsourcing, Work-life balance, International HRM, Managing Inter Country Differences, Dual Career Couples, Employee and Ergonomics.

Readings:

1. Durai, P. (2013). Human Resource Management, Pearson Education.
2. Rao, V.S.P. Human Resource Management: Text and Cases. Excel Books.
3. Bohlander, Snell & Sherman (2012). Human Resource Management. Thomson Press.

DISCIPLINE SPECIFIC ELECTIVES (DSE's)

BBAF 3025: INVESTMENT BANKING & FINANCIAL SERVICES

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

Course contents:

UNIT- 1

10 lecture hours

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

UNIT II

10 lecture hours

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT III

10 lecture hours

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

UNIT IV

10 lecture hours

Venture **Capital:** Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Readings:

1. M.Y.Khan, 'Financial Services' – Tata McGraw –Hill.

2. Mahiraj, 'Indian Financial System', Vikas Publishing House, 2nd Edition, New Delhi.
3. K.Sriram, 'Hand Book of Leasing, Hire Purchase & Factoring', ICFAI, Hyderabad.

BBAF 3026: CORPORATE ANALYSIS AND VALUATION

Objective: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand how to determine its value.

Course contents:

Unit I:

10 lecture hours

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company. Understanding financial statements of manufacturing and service organisations. Common size analysis and relevant ratios.

Unit II:

10 lecture hours

Introduction to Valuation: Value and price, Balance sheet-based methods, Income statement-based methods, Multiples, Goodwill-based methods. Cash flow discounting-based methods.

Deciding the appropriate cash flow for discounting The free cash flow to the firm, free cash flow to equity . Forecasting Cash flows: simple model for forecasting income and cashflows. Earnings, Tax effect, Reinvestment needs, dividend.

Unit III:

10 lecture hours

Discounted Cash flow Valuation: Valuation of a company with no growth, constant growth, variable growth and infinite life. Estimating discount rates-cost of equity, cost of equity, cost of debt, tax shield, weighted average cost of capital. The estimation of equity risk premium, calculation of beta, instability of beta, adjusted beta , levered and unlevered beta, bottoms up beta.

Unit IV:

10 lecture hours

Relative Valuation: standard multiples, comparable companies, potential pitfalls; estimating multiples using regression. Valuation of brands and intellectual capital. Interest rates and company valuation. Impact of inflation on valuation. Reconciling relative and discounted cash flow valuation.

Readings:

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH

4. Pablo Fernandez, Valuation and Common Sense, free download from SSRN.

BBAF 3027: BUSINESS TAX PLANNING

Objective - The objective of this course is to acquaint students with the Corporate tax structure and Tax planning in operational as well as strategic terms.

Course contents:

UNIT-I: 10 lecture hours

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

UNIT-II: 10 lecture hours

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

UNIT-III: 10 lecture hours

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

UNIT-IV: 10 lecture hours

Tax deducted at source, Advance Tax, double taxation relief, Transfer pricing.

Readings:

1. Dr.Monica Singhania , Dr.Vinod K. Singhania: Corporate tax planning and Business Tax Procedures, Taxmann Publications.
2. Dr.Girish Ahuja and Ravi Gupta: Simplified Approach to CORPORATE TAX PLANNING & MANAGEMENT, Bharat law House
3. S.P Goyal; Direct tax planning: Sahitya Bhawan

Online Readings/Supporting Material

1. Finance Act for relevant Assessment Year
2. CBDT Circulars
3. Latest court judgements

BBAF 3028: INTERNATIONAL TRADE BLOCKS AND MULTILATERAL AGENCIES

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

Course Contents:

Unit I: 10 lecture hours

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

Unit II: 10 lecture hours

International economic & trading environment: Regional integration and trade blocks, regionalism v/s. multilateralism, European union, integration of developing countries - BRICS, ASEAN, SAARC, SAFTA, NAFTA, G-20; India's role in facilitating trade relations under BRICS, SAARC, SAFTA, ASEAN and to WTO.

Unit III: 10 lecture hours

International investment: Types and significance of foreign investments, factors affecting international investment, growth and dispersion of FDI.

Unit IV: 10 lecture hours

Economic institutions – International Monetary Funds (IMF), World Bank (IBRD, IDA, IFC), Asian Development Bank, BRICS Development Bank, Bilateral funding arrangements with special reference to Japan International Cooperation Agencies (JICA), agencies of USA; Case studies on Bilateral financing arrangements of Indian projects like Delhi Metro, Dedicated Freight corridor, Nuclear Power Plant etc.

Readings:

1. Roger, Bennet (1999). International Business, Financial Times. London: Pitman Publishing.
2. Sharan, Vyuptakesh (2003). International Business (2nd ed.). India: Pearson Education.
3. Krueger, Anne O. (2002). Economic Policy Reforms and the Indian Economy. OUP.
4. Velasquez, Manuel G. (2012). Business Ethics Concepts and Cases (7th ed.). New Delhi: PHI.

BBAF 3029: CORPORATE ACCOUNTING

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

Course contents:

Unit I : Accounting for Share Capital **10 lecture hours**

Equity Share Capital – Issue, Forfeiture, and Re-issue of Forfeited Shares; Issue of Bonus Shares and Right Shares; Buy-back of Shares. Concept of Book Building, Dematerialization, and Employees Stock option Scheme. Issue of Shares to Vendors, Promoters, and Issue of Sweat Equity Shares. SEBI Guidelines. Issue and Redemption of Preference Shares.

Accounting for Debentures: Types of Debentures; Issue and Redemption of Debentures – Sinking Fund Method, Redemption by Purchase in Open Market; Concept of Cum-Interest and Ex-Interest quotations.

UNIT II: Preparation of Financial Statements of a Joint Stock Company **10 lecture hours**

Preparation of Profit & Loss Account and Balance Sheet. Treatment of Taxation and Provision for Taxation in Final Accounts of Companies. Treatment of Dividend and Bonus to Shareholders. Treatment of Pre-incorporation Profit or Loss. Form of Balance Sheet as per the Companies Act.

UNIT III: Valuation of Goodwill **10 lecture hours**

Meaning and Features; Types of Goodwill; Factors affecting Goodwill; Goodwill Valuation Methods- Valuation based on Average Profits and Super Profits.

Valuation of Shares: Concept of Valuation of Shares; Need for Valuation; Factors affecting Valuation of Shares; Valuation of Equity Shares based on Net Assets and Profitability; Net Asset Valuation of Participating Preference Shares; Fair Value of a Share.

UNIT IV: Accounting for Amalgamation of Companies **10 lecture hours**

Meaning; Types of Amalgamation; Calculation of Purchase Consideration; Accounting Treatment in the books of Transferor and Transferee Companies.

Accounting for Reconstruction of a Company: Accounting for External Reconstruction; Alteration of Share Capital; Reduction of Share Capital; Accounting for Internal Reconstruction; Reconstruction through Re-issue of Surrendered Shares.

Readings:

1. Monga, J.R., Fundamentals of Corporate Accounting, Mayur Paper Backs, New Delhi.
2. Sehgal, Ashok and Deepak Sehgal, Corporate Accounting, Taxman Publication, New Delhi.
3. S.N. and S. K. Maheshwari, Corporate Accounting, Vikas Publishing House, New Delhi.

BBAF 3030: STRATEGIC CORPORATE FINANCE

Objective: The objective of this paper is to acquaint students with corporate finance and the strategies involved in the corporate decisions.

Course contents:

UNIT-I:

10 lecture hours

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition.

Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing.

UNIT-II:

10 lecture hours

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition.

UNIT-III:

10 lecture hours

Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance. Due Diligence: financial due diligence for both purchasers and financial institutions.

UNIT-IV:

10 lecture hours

Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Readings:

1. Aswath Damodaran: Corporate finance theory and practice; John Willey & Sons, Inc.
2. Damodaran: Strategic Risk Taking: A Framework for Risk Management ; Prentice Hall.
3. I M Pandey: Financial Management; Vikas Publishing House

BBAF 3031: MANAGEMENT OF FINANCIAL INSTITUTIONS

Objective: This Paper enables the students to understand the tools and techniques of management of banks and other financial institutions.

Course Contents:

Unit I: 10 lecture hours

Financial Intermediation; Kinds of Intermediation; Financial Institution and its kinds; An overview of the Indian financial system; Regulation of Banks, NBFCs & FIs; Products offered by Banks and FIs. CRR & SLR management; Capital Adequacy: Capital adequacy norms; Basel agreement-II&III; effect of capital requirements on bank operating policies

Unit II 10 lecture hours

Statement of Financial Sector: Flow of Funds Accounts – Sector wise and Instrument wise. Statements of Financial Institution: Analyzing Bank's Financial Statement: The balance sheet; income statement; Cash Flow Statement; profitability, liquidity and solvency analysis; Performance Analysis of banks: CAMELS Risk system; KPIs; Data Envelopment Analysis. Asset Liability Management: RBI guidelines on asset liability management

Unit III 10 lecture hours

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

Unit IV 10 lecture hours

Credit & Liquidity Risk Management: Types of Assets, NPA & its types, Management of NPA, Measurement of Credit Risk – Qualitative and Quantitative models. Modelling Credit Risk; Term Structure of Credit Risk; Managing Credit Risk: Credit Analysis and kinds of Loans; Pricing of Loans.

Liquidity Risk Management: Measurement of Liquidity Risk; Measures of Liquidity Exposure; Causes of Liquidity risk: Asset-Side and Liability-Side; Managing Liquidity Risk: Purchased Liquidity management and Stored Liquidity management; Liquidity Planning; Deposit Insurance; Discount Window

Text Books:

1. Saunders & Cornett – “Financial Institutions Management – A risk management approach” Tata McGraw Hill
2. Resti&Sironi – “Risk management and shareholders’ value in banking” John Wiley
3. Rose & Hudgins – “Bank management and financial services”

Readings:

1. IIBF-“Bank Financial Management ”
2. Paul& Suresh – “Management of Banking and Financial Services ”
3. Subramanyam – “Investment Banking ”
4. Madhuvij -- “Management of financial institutio

