



GALGOTIAS UNIVERSITY

Syllabus of

M.B.A. (Financial Management)

Name of School: School of Finance and Commerce

Department: Finance and Commerce

Year: 2019-20

GALGOTIAS
UNIVERSITY

**School of Finance and
Commerce**



Curriculum

for

**Master of Business Administration (Financial
Management)**

(2019-21 and onwards)

**(As approved by the Board of Studies, School of Finance
and Commerce in its meeting held on 28th Aug, 2019)**

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 Mission

To be known globally for education, research, and innovation at the intersection of disciplines.

University Vision

TO BE GLOBALLY KNOWN for innovation at the intersection of disciplines, so as to benchmark mind-growth intangibles in tangible terms, for the enlargement of global human knowledge.

TO PLACE ALL STAKEHOLDERS in pursuit of perfection, discovery and innovation in one's own discipline, while being aware that all one does, emerges from and integrates into a wider common human good.

TO FOSTER a culture of openness and preparedness towards cutting-edge future roadmaps and emerging knowledge blocks with a constant eye on applicability and scalability.

TO DEVELOP and instill a culture of continual multi-disciplinary and interdisciplinary enquiry and education among all stakeholders, leading to the evolution of an education model that focuses on experiential learning to prepare students to lead, through the challenges of a rapidly changing world.

TO DEVELOP a learning orientation across the entire university ecosystem that goes beyond domain knowledge so as to ensure that learning and problem-solving continue for life.

TO ENABLE the finest student and faculty bodies to learn together, through the most evolved education processes in an atmosphere of rigor and discipline, which emerges from and integrates with real life industry, science and commerce processes; so as to develop an expert body that understands all aspects of societal challenges; and works with teams to tackle complex problems that directly benefit society.

School of Finance and Commerce

The School of Finance and Commerce (SFC) at the Galgotias University started in 2012 is already running a successful and preferred graduate program designated as B.Com (Honours) in academic association with world's leading consulting company KPMG.

Given the tremendous demand, the school has decided to introduce two year full time professional program in finance designated as Master of Business Administration (Financial Management) w.e.f. 2015 – 2016 for students aspiring to excel their career as finance professional in business and industry.

Vision of the School

Our Vision is to be an outstanding school of choice in the area of finance and Commerce education by imparting quality teaching, training, research and analytical skills to the students for enabling them to fulfill their goals in life.

Mission of the School

The School of Finance and Commerce strives to meet the University's mission of instilling into students the leadership, confidence, knowledge, innovative and creative skills with a view to prepare them to be ethical professionals and successful entrepreneurs.

Master of Business Administration (Financial Management) Program

About the Program

The MBA (Financial Management) program is a two- Year full time post graduate professional program in finance spread over four semesters leading to Master Degree in Finance designated as MBA (Financial Management). 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 twenty 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 and analytical skills for financial decision making.

The students would be provided with specialized knowledge and skills in various areas of Finance such as Managerial Finance, Capital Market, Investment Analysis and Portfolio Management, Financial Econometrics, Equity Research, Financial Services, Infrastructure finance, International Finance and Accounting , Financial Derivatives and Risk Management, Project Appraisal, 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 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 fourth 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

PEO 1: The MBA (FM) program will prepare the students to establish themselves as effective finance professionals by solving real problems through use of knowledge and techniques in the critical areas of finance.

PEO 2: The program will impart professional skills that will prepare the students for immediate employment as well as for life-long learning and research in advanced areas of finance and business.

PEO 3: The program will make the students solutions oriented and will enable them to effectively communicate the use of financial concepts and principles to address contemporary financial issues.

PEO 4: The program will enable the students to understand the importance of ethical financial governance to the sustainability of business enterprise, and the impact of their decisions on all stakeholders.

Program Outcomes

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

PO 1: Apply conceptual financial knowledge to solve practical decision-making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.

PO 2: An ability to develop a systematic understanding of finance and its impact on people, businesses and the economy.

PO 3: An ability to use current techniques, skills, and tools necessary for financial practice.

PO 4: Ability to identify and analyze a problem, and to formulate and use the appropriate financial skills for obtaining its solution.

PO 5: An ability to demonstrate critical awareness of market influences, increasing regulation, power of technology and social responsibility on function of finance.

PO 6: An ability to demonstrate a critical awareness of current issues (e.g., diversity, sustainability, innovation, knowledge management, etc.) in finance which is informed by leading edged research and practice in the field.

PO 7: An ability to use knowledge of information technology effectively by scanning, organizing, synthesizing and analyzing financial data in order to abstract meaning from information, and to share knowledge.

PO 8: An ability to function effectively on multi-disciplinary teams (Team work).

PO 9: An ability to communicate effectively, both in writing and orally (Speaking / Writing skills).

PO 10: Ability to recognize and address financial ethical issues and values and apply them in organizational settings. (Professional integrity)

THE PROGRAM STRUCTURE

The Master of Business Administration (Financial Management) Program is divided into two 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 I: FIRST YEAR

First Year Part I examination shall comprise of two semesters:

First Semester						
Sl. No.	Course Code	Course Title	L	T	P	C
1	MBAF5001	Management Process and Organizational Behaviour	3	0	0	3
2	MBAF5002	Managerial Economics	3	1	0	3
3	MBAF5003	Statistical Analysis & Research Methodology	3	1	0	4
4	MBAF5004	Financial Accounting and Reporting	3	1	0	4
5	MBAF5005	Information Technology for Managers	3	1	0	4
6	MBAF5006	Information Technology for Managers (Lab)	0	0	2	1
7	MBAF5007	Indian Financial System	3	0	0	3
8	MBAF5008	Financial Management	3	0	0	3
9	MBAF5009	Financial Management (Lab)	0	0	2	1
10	MBAF5010	Business Laws and Taxation	3	1	0	4
Total Credits						30

Second Semester						
Sl. No.	Course code	Course Title	L	T	P	C
1	MBAF5011	Business Environment	3	0	0	3
2	MBAF5012	Cost and Management Accounting	3	1	0	4
3	MBAF5013	Corporate Legal Framework and Governance	3	0	0	3
4	MBAF5014	Security Analysis and Trading Operations	3	0	0	3
5	MBAF5015	Security Analysis and Trading Operations (Lab)	0	0	2	1
6	MBAF5016	Operations Research	3	0	1	4
7	MBAF5017	Marketing Management	3	0	0	3

8	MBAF5018	Corporate Tax Planning and Management	3	1	0	4
Total Credits						25

PART II: SECOND YEAR

Second Year Part II examination shall comprise of two semesters:

Third Semester						
Sl. No.	Course Code	Course Title	L	T	P	C
1	MBAF6019	International Financial Management	3	1	0	3
2	MBAF6020	Fixed Income Securities and Treasury Management	3	1	0	3
3	MBAF6021	Portfolio Management	3	1	0	3
4	MBAF6022	Financial Derivatives and Risk Management	3	0	0	3
5	MBAF6023	Financial Services	3	0	0	3
6	MBAF6024	Fund Management in Banking and Insurance	3	0	0	3
7	MBAF6025	Industry Internship	0	0	0	6
Total Credits						24

Fourth Semester						
Sl. No.	Course Code	Course Title	L	T	P	C
1	MBAF6026	Strategic Financial Management	3	0	0	3
2	MBAF6027	Field Project	0	0	0	9
3		Elective-	3	1	0	4
4		Elective-	3	1	0	4
Total Credits						20

Elective Courses

A student is required to opt for any two elective courses out of available elective courses at the commencement of fourth semester. 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.

List of Elective Courses (any two of the following)

Elective Courses						
Sl. No.	Course Code	Course Title	L	T	P	C
1	MBAF6028	Commodity Derivatives and Real Estate Markets	3	1	0	4
2	MBAF6029	Investment Banking	3	1	0	4
3	MBAF6030	Management of Insurance Business	3	1	0	4
4	MBAF6031	Actuarial Science	3	1	0	4
5	MBAF6032	Financial Econometrics and modeling	3	1	0	4
6	MBAF6033	International Accounting	3	1	0	4
7	MBAF6034	International Banking	3	1	0	4
8	MBAF6035	Financial Management of Public Enterprises	3	1	0	4
9	MBAF6036	Infrastructural Finance	3	1	0	4
10	MBAF6037	Project Management	3	1	0	4
11	MBAF6038	Mergers and Acquisitions	3	1	0	4
12	MBAF6039	Personal Finance and Taxation	3	1	0	4
13	MBAF6040	Entrepreneurship and New Ventures	3	1	0	4
14	MBAF6041	Financial Technology (Fintech)	3	1	0	4
15	MBAF6042	Business Analytics	3	1	0	4

TOTAL CREDITS

MBA (FM)	
Semester	Credits
1	30
2	25
3	24
4	20
	99

MBAF5001	Management Process and Organizational Behavior	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure					
co-requisites					

Course Objectives

1. To provide and understanding of the various functions of the management and human behavior in organizations
2. To enable the students in understanding the behavioral patterns of human beings at individual and group levels while working as an employee in an organization
3. To facilitate an understanding about how events within an organization influence people's motivation and emotional stability and causes stress and its impact on individual as well as organizational well-being.

Course Outcomes

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

1. Examine central theories and concepts in organizational behavior which provide students with in-depth understanding of human behavior issues in organizations.
2. Understand the dynamics of human behavior and different personality attributes in an organizational context as well as in real life situations.
3. Demonstrate their understanding and competence with respect to fundamental managerial skills: self-awareness, stress management, managing and handling power and influence, motivating others, managing conflict and building effective teams.

Course Description

This course is aimed at inculcating managerial skills in the students and enabling them to understand the importance and role of managers in the growth of organization.

The increasingly competitive and demanding business environment has created new challenges for organizations wherein understanding and managing people's behavior has been one of the most crucial factors. This course is designed to help the students to gain insight about the individual's personality, attitude, motivation, group dynamics and organizational culture to become effective management professionals.

Text Books

1. Robbins, S.P., Coulter, M.K. & Vohra, N. (2011). Management, Pearson Education.

2. Robbins; S.P., Coulter, M.K. & Vohra, N. (2013). Organizational Behavior, Pearson Education

Reference Books

1. Luthans, Fred, Organizational Behavior, Mc Graw Hill International, New York,.
2. Robins S.P., Organizational Theory: Structure Design and Application, Prentice Hall of India Pvt. Ltd.
3. Nelson L. Debra, Quick, J. C. and Khandelwal, "ORGB". Cengage Learning.
4. McShane & Glinow, Organizational Behavior, McGraw Hill Publication.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Psychometric Tests and
3. Business Games
4. Field assignment
5. Case discussion covering a cross section of decision situations
6. Interactive exercises
7. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Fundamental of Management & Organizational Behavior **8 lecture hours** Concept and Scope of Management, Functions of Management, Progress in Management area, Process of Planning, Delegation, Decentralization & Staffing, Nature & Scope of Organizational Behavior, Predecessors of OB, Subsequent phases of Hawthorn Studies, Emerging Challenges in OB.

Unit II: Understanding and Managing Individual Behavior **8 lecture hours** Individual differences and Personality, Determinants of Personality, Big Five model of Personality Meaning and Process of Perception, Perceptual errors like halo effect, stereotypes etc. Meaning and formation of Attitudes, Workplace Attitudes – Job Satisfaction, Organizational Commitment etc.

Unit III: Group Dynamics and Organizational Conflict **6 lecture hours** Informal and Formal Groups, Groups vs. Teams, Stages of group formation, Benefits of groups and teams Meaning and Sources of conflicts, types of conflict, conflict management styles and strategies.

Unit IV: Motivation and Leadership **9 lecture hours** Meaning and Process of Motivation, Theories of Motivation – Theory X and Theory Y, Maslow's Need Hierarchy, Herzberg's Two Factor theory, ERG theory, The nature of

leadership; Trait & Behavioural approaches of leadership, Blake & Mouton’s Managerial grid, Leadership styles and implications.

Unit V: Organizational Culture, Power and Stress Management 9 lecture hours

The basic nature of organizational culture, Forms of organizational culture, Organizational behavior across cultures – Conditions affecting multinational operations Bases and types of Power, Power tactics Sources and types of stress, individual and organizational factors causing stress, consequences of stress on individual and organization, stress management strategies.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5002	Managerial Economics	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Principles of Microeconomics and Business Calculus				
co-requisites					

Course Objectives

1. To familiarize the students with the approach, language & techniques of managerial economics.
2. To apply a series of basic economics principles to the decision making process within the firm.

Course Outcomes

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

1. Reflect their understanding of major economic concepts like demand, production, and pricing as applied to a business organization.
2. Apply economic concepts, tools and techniques in improving their decision-making skills.

Course Description

This course provides an introduction to decision making within firms from an economic perspective. It is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools & techniques. It will also look at recent developments in business in the context of economic theory.

Text Books

1. Petersen H. Craig, Lewis W. Chris, Jain K. Sudhir, Managerial Economics, Pearson Education.
2. Mehta .P.L, Managerial Economics. Sultan Chand sons, New Delhi.

Reference Books

1. Dominick, S., Managerial Economics a Global Economy, McGraw Hill Inc., Princeton.
2. Dornbusch, R. and Stanley Fisher, Macroeconomics, McGraw Hill, New York
3. Koutsoyiannis, A. Modem Micro Economics, Macmillian Press Ltd.
4. Paul A Samuelson. William D Nordhaus. Economics, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill
5. Christopher R. Thomas & S. Charles Maurice, Managerial Economics, Tata McGraw Hill, New Delhi.
6. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
7. Chaturvedi, D.D. & Gupta S.L., Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.
8. Salvatore, D., Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill.
9. Dholakia, R.H. & Oza, A.N. , Micro Economics for Management Students. OUP, New Delhi.
10. Keating Berry and Wilson, J H., An Economic Foundation for Business Decisions. Biztantra Publication, New Delhi.
11. Damodaran S, Managerial Economics

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations

3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Nature and scope of Managerial Economics

5 lecture hours

Managerial economist's role and responsibilities. Theories of the firm – Managerial theory, Behavioral approach, Growth theory, satisfying theory, etc; Relevance of Profit maximization in the modern context, measurement and policies on profit maximization, managerial Economics and decision making.

Unit II: Demand Analysis

8 lecture hours

Individual and market demand functions; law of demand, determinants of Demand. Elasticity of demand- its meaning and importance, Price elasticity, income elasticity and cross elasticity, using elasticity in managerial decisions, Demand Function, Demand estimation for major consumer and durable goods, Demand forecasting techniques.

Unit III: Production Theory

7 lecture hours

Production function with one and two variable inputs, Cobb-Douglas production function, Estimation of production function, cost theory and estimation, Economic value analysis, Short and long run cost functions- their nature, shape and inter relationship, Estimation of a short-run cost function.

Unit IV: Price Determination and Practice

8 lecture hours

Price Determination under different market conditions: Characteristics of different market structures, Price and output decisions under perfect competition, monopolistic competition, oligopoly and monopoly, Pricing Practices: Methods of Price determination in practice, Pricing of multiple products, Price discrimination, international price discrimination, dumping and transfer pricing.

Unit V: National Income and Employment

12 lecture hours

Classical theory, Keynesian theory, neo-classical theory; Consumption function, Investment function, Investment multiplier and its determinants, Foreign trade and budget multipliers. Trade Cycles: Theories of trade cycles and business behavior. Planned Approach to Economic Development in India; Monetary and Fiscal Policies and Their Effect on Business and investment.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF5003	Statistical Analysis and Research Methodology	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Elementary mathematics				
co-requisites					

Course Objectives

1. To provide the students with an advanced understanding of research methods and data analysis.
2. To acquaint the students with important statistical techniques for managerial decision making

Course Outcomes

On completion of this course, the students will be able to

1. Demonstrate the knowledge of advance research and statistical methods.
2. Use statistical techniques in solving managerial problems.

Course Description

The course provides an overview of research methodology and statistics. It is designed to emphasize methodology and provide understanding of research methods, data analysis, enhanced research literacy and a greater understanding of the way in which research methodology and statistics are interwoven in theory and practice.

Text Books

1. Levin, R.I. and D.S. Rubin, Statistics for Management, Prentice-Hall of India.
2. Kothari, C.R., Research Methodology, methods and techniques, New Age International Publishers.

Reference Books

1. Aczel, Amir D., and Sounderpandian, J., Complete Business Statistics, Tata McGraw Hill Publishing.
2. Anderson, Sweeny and Williams, Statistics for Business and Economics, Cengage Learning, New Delhi
3. Vohra, N. D., Business Statistics, Tata McGraw Hill Publishing Company, New Delhi
4. Levine, D. M., et al., Statistics for Managers, Prentice-Hall of India

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Descriptive Statistics

8 lecture hours

An overview, measures of Central Tendency, Measures of Dispersion, skewness, kurtosis, Index number, Time series Analysis, Correlation and Regression Analysis.

Unit II: Probability and Probability Distribution

10 lecture hours

Approaches to probability, conditional probability, Baye's Theorem, Binomial, Poisson and Normal distribution, statistical decision theory.

Unit III: Sampling and Test of Significance

6 lecture hours

hours

Sampling and Sampling Distribution, Null Hypothesis, Standard Error, Large sample test, small sample test, t-test, F-test, Analysis of Variance.

Unit IV: Non-Parametric Test

8 lecture hours

hours

Chi – Square, Sign Test, Median Test, Rank correlation.

Unit V: Research Methodology

8 lecture hours

hours

Introduction to Research, Types of Research, Research Process, Methods and Techniques of Data Collection, Formulation of hypothesis, Research Problem, Research Design, Interpretation and Report writing.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5004	Financial Accounting and Reporting	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure					
co-requisites					

Course Objectives

1. To provide students with solid grounding of the basics of double entry book keeping system.
2. To enable the students to prepare the financial statements for both single entity and group entities.

Course Outcomes

On completion of this course, the students will be able to

1. Reflect a thorough understanding of the financial accounting process.
2. Prepare financial statements of business entities.

Course Description

This course focuses on the role of the accounting function external to organizations. It takes a broad view of financial accounting and reporting encompassing accounting concepts, the accounting model, measurement processes, financial statements, the accounting cycle, monetary and fixed assets, inventory, current and long-term liabilities. The knowledge will help students to understand what accounting can do for managers, the decision-maker, and how accounting policy choice affects decisions.

Text Books

1. Sehgal Ashok, Sehgal Deepak: Advance Accounting, Taxman Allied Services, New Delhi
2. Monga J R: Fundamentals of Corporate Accounting, Mayoor Paperbacks, New Delhi
3. Monga J R: Financial Accounting – Concepts and Applications, Mayoor Paperbacks, New Delhi

Reference Books

1. Beams, F.A: Advanced Accounting, Prentice Hall, New Jersey;
2. Engler C., Bernstein L.A. and Lambert K.R: Advanced Accounting, Irwin, Chicago.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction

7 lecture hours

Accounting Information System, Generally Accepted Accounting Principles, Accounting cycle and accounting equation, Accounting Books: Journal, Ledger and subsidiary Books. Reading of Balance Sheet and analysis – Manufacturing and Service Sectors.

Unit II: Final Accounts **8 lecture hours**

Preparation of Trial Balance, Profit and loss account and Balance Sheet, Bank Reconciliation Statement.

Unit III: Final accounts of companies **8 lecture hours**

Issue and forfeiture of shares and debentures, redemption of shares and debentures, profit and loss A/c, Balance Sheet and Cash Flow Statement. Final accounts of non-profit organizations.

Unit IV: Conceptual framework of financial accounting and reporting **12 lecture hours**

Measurement and reporting of revenues, expenses, gains and losses. Depreciation methods. Adjustments for changing prices, Cash Flow analysis. Financial statement analysis. Ratio analysis.

Unit V: Corporate Reporting **5 lecture hours**

Objectives, disclosure requirements, periodic and segment reporting, Harmonization of corporate reports. Accounting Standards – International and Indian: IFRS and Ind AS 2015.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF5005	Information Technology for Managers	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	4	0	2	5
Pre-requisites//Exposure					
co-requisites					

Course Objectives

1. To understand emerging technological issues facing management so that students can effectively manage information systems in the organization
2. 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
3. To learn how to use technology to transform the organization and create new relationships, structures, and entirely new organizations

Course Outcomes

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

1. Understand that IT is a major resource and can be used to make major improvements in the organization.
2. Develop sufficient familiarity with the technology to able to make good management decisions.

Course Description

The course is to help students learn about technology to play an active role in managing information technology. In contemporary and evolving dynamics of world of finance, it is imperative to understand the strategic use of IT and how to apply technology when developing a corporate strategy. This course makes the students learn that how creative organizations have integrated technology with strategy, allowing them to gain and sustain competitive advantage, and how technology facilitates the operation of global firms. The course equips the students to exploit information technology to enhance their professional and personal performance as an expert of financial management.

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

1. Cyganski - Information Technology: Inside and outside (Pearson, 1stEdition).
2. Basandra SK - Computers Today (Galgotia, 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

6. Norton, P, Introduction to computers. TMH
7. Rajaraman, V, Introduction to Information Technology. PHI.
8. Ram, B. Computer Fundamentals. New Age Publications

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Project

Course Content

Unit I: Computer Fundamentals

6 lecture hours

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

6 lecture hours

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.

12 lecture hours

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

12 lecture hours

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. 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.

Unit V: Emerging Trends in IT

12 lecture hours

Intelligent systems; digital convergence, data analytics, cloud computing, E-Commerce. M-Commerce. Internet banking. Payment gateways. Issues for senior management: Management control of Information Technology. Security issues. Vision and plan for IT, Investment decisions for IT; Social responsibility and IT; Future of IT.

Mode of Evaluation: The theory and project are evaluated separately.

Extra - Suggested Readings:

1. H.N. Tivari and Hen Chand Jain, Computer Fundamental and Essential Tools, International Book House, Pvt. Ltd.
2. Rajaraman, V. *Introduction to Information Technology*. PHI.
3. Hunt, R., J. Shelley. *Computers and Commonsense*. Prentice Hall of India.
4. Leon A. and Leon M. *Fundamentals of Information Technology*. Leon, Vikas (4) Software manuals.
5. Sinha, Pradeep K. and Preeti Sinha. *Foundation of Computing*. BPB Publication.
6. Basandra, Suresh K. *Management Information System*. Wheeler Publication, New Delhi-Allahabad.
7. Kumar, Muneesh. *Business Information System*. Vikas Publishing House.
8. Bharihoka, Deepak *Fundamentals of Information Technology*. Excel Book.
9. Saxena, Sanjay. *A First Course in Computers*. Vikas Publishing House.
10. Fitzgerald & Dennis – Wiley. *Business Data Communication and Networking*.
11. Rajaraman, V. *Analysis and design of information Systems*. PHI.
12. Sadagopan, S. *Management Information Systems*. PHI.
13. Laudon, Kenneth C. and Jane P. Laudon (2003). *Management Information Systems*. PHI.

Note: Students will have a choice of doing a project concentrating on any one of the five units. The 50 marks assigned to the projects would be evaluated on the basis of 35 marks for the project report and 15 marks viva-voce to be conducted by external examiner.

	Practical	Theory
Components	Project	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF5006	Information Technology for Managers (Lab)	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	0	0	2	1
Pre-requisites//Exposure					
co-requisites					

COURSE SYLLABUS

Course Description: Instruction in program parameters for component modules including word processing, database, and spreadsheets. Includes formatting, file functions, printing, screen formats, data manipulation, record selection, indexing, sorting, moving, and copying. Includes creating business letters, reports, invoices, and resumes. Prerequisites: Introduction and Intermediate word processing, spreadsheet and database courses, or equivalent experience.

Objectives: Every student will be able to:

1. Identify word processing, spreadsheet, and database terminology
2. Demonstrate skills using word processing, PowerPoint spreadsheet, and database software.
3. Create user friendly business templates
4. Use Microsoft Office advanced built-in Utilities
5. Save, open, print and manipulate files
6. Create business letters, reports, and invoices

COURSE SYLLABUS

Total - 20 Hours

Course Outline:

I. Use Microsoft Word for creating and proper formatting of business documents
 a. Create and format business documents in Microsoft Word
 b. Create business cover sheets in Microsoft Excel
 c. Create and Modify reports in Microsoft Excel, using formula and Functions, analysing data using PIVOT Tables and performing what if analysis (3 Hours)

II. Create business word templates using Microsoft Word
 a. Opening and retrieve Microsoft Word templates
 b. Saving Microsoft Word Templates
 c. Changing Microsoft Word templates
 d. Editing Microsoft Word templates, spell check, mail merge, page set up, working with tables, create book marks (4 Hours)

III. Create business mail list and labels
 a. Create business mailing labels using Microsoft Word software
 b. Creating a business mailing list in Microsoft Word and Excel
 c. Create and save business labels in Microsoft Word and Excel (3 Hours)

IV. Updated Microsoft's Word, Excel, and PowerPoint business documents using the World Wide Web
a. Create hyperlinks in Word documents b. Create hyperlinks in Excel Worksheets c. Create hyperlinks in Access d. Create hyperlinks in PowerPoint, viewing and navigating a presentation (PPT), using and applying animation and multimedia in PPT (3 Hours)

V. Assess Microsoft's Excels predefined business templates a. Modify Invoice template using Office Excel 2000 b. Modify Assets template using Office Excel 2000 c. Modify Balance Sheet template using Office 2000 (4 Hours)

VI. Object Linking and Embedding using Microsoft office 2000 application a. Create links between Microsoft Word and Excel b. Create links between Excel and PowerPoint c. Create links between Word and PowerPoint d. Know how to edit and delete links in applications (3 Hours)

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5007	Indian Financial System	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure					
co-requisites					

Course Objectives

1. To enable the students to acquire a basic understanding of the structure, organization and functioning of the financial system in India.
2. To expose the students to new financial instruments and their implications in the existing regulatory frame work

Course Outcomes

On completion of this course, the students will be able to

1. understand the financial system, its elements and their linkages.
2. develop sufficient familiarity about the financial markets, instruments and services.
3. comprehend the regulatory framework within which the financial systems operate in India.

Course Description

This course is designed to provide information and knowledge about the framework of Indian Financial System and its constituents so as to develop an understanding of the linkages and regulatory framework within which the system operates in India.

Text Books

1. Khan. M Y: Indian Financial System , Tata Mc.Graw Hill, Delhi
2. Bhole L.M: Financial Markets and Instruments, Tata McGraw Hill, Delhi

Reference Books

1. Addhani: Investment and Securities Markets in India, Himalaya Publication, Delhi.
2. Giddy I.H: Global Financial Market, AITBS, Delhi
3. Ghosh, D: Banking Policy In India, Allied Publication, Delhi

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situation
3. Interactive exercises
4. Assignment/quizzes/reviewing research papers

Course Content

Unit I: Introduction: hours

5 lecture

Meaning, role and functions of financial system, Organized and unorganized financial system
Financial system and economic development, Indian financial system-an overview, components of financial system.

Unit II: Money Markets: 10 lecture hours

Money Markets: Meaning, features of organized and unorganized, Role and functions of Discount and Financing House of India (DFHI) Money markets Instruments: Treasury Bills, Certificate of Deposits, Commercial Paper, Call money, Commercial bills, Inter-corporate deposits, Inter-bank participation certificates

Unit III: Capital Markets 12 lecture hours

Capital Markets: Meaning, Role and importance, Financial Instruments of Capital Markets, Commercial Bank, Cooperative banks and regional rural banks – functions, management and investment policies; Debt Market.

Unit IV: Reserve Bank of India 7 lecture hours

Reserve Bank of India: Organization, Management and functions. Credit Control, Basel rules, prudential norms.

Unit V: Non-banking Financial Institution: 6 lecture hours

Concept and role of non-banking financial institutions, sources of finance, functions, investment policies of non baking financial institutions in India. Need for Unified Regulatory System.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5008	Financial Management	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	2	4
Pre-requisites//Exposure	Financial Accounting				
co-requisites					

Course Objectives

1. To introduce the concepts, theories, and techniques of managerial finance to the learners.
2. Discuss various financial decisions e.g. investment decision, financing decision, dividend decision, liquidity decision etc.

Course Outcomes

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

1. understand the conceptual framework of Financial Management.
2. have an understanding of various financial decisions e.g. investment decision, financing decision, dividend decision, liquidity decision etc.
3. use various tools and techniques to take these decisions.

Course Description

Financial management is concerned with the procurement allocation and control of financial resources of a firm. This course is designed to expose the student towards concepts, techniques and practices along with activities and decisions of financial managers. It encompasses planning of financial resources, designing an optimal capital structure and effective utilization of financial resources through the analysis of cost of capital and capital budgeting tool. It helps in developing the understanding of various facets of financial management through case studies and problem solving.

Text Books

1. Prasanna Chandra, Financial Management, TMH
2. James C Van Horne, Jr. Van Horne & Wachowicz, Financial Management, Prentice Hall,

Reference Books

- 1 Srivastava, Rajiv and Mishra, Anil, Financial Management, Oxford Publishing House,
2. I. M. Pandey, Financial Management, Vikas Publication
3. Khan and Jain, Financial Management, TMH
4. J.K Singh, Fundamental of Financial Management, Galgotias Publication

Pedagogy

1. Lecture and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to Financial Management : **6 lecture hours**

Finance Function, scope and objectives of financial management, wealth maximization versus profit maximization, agency theory, concept of time value of money: risk and return framework

Unit II: Capital Budgeting: **9 lecture hours**

Concept of Capital Budgeting, Types of capital budgeting decisions, Terminology, Techniques of capital budgeting; Discounted Cash flow techniques : Discounted Payback period, NPV, IRR, ARR, and PI methods. Capital budgeting decisions under risk and uncertainty, Investment decision and capital rationing.

Unit III: Cost of Capital: **8 lecture hours**

Basic concept and significance of cost of capital, explicit cost and implicit cost, Cost of debt, cost of equity, cost of preference shares, cost of retained earnings . Concept of opportunity cost of capital, CAPM approach to cost of capital, weighted average cost of capital, historical and marginal cost of capital, Book value versus market value weights.

Unit IV: Financing & Dividend Decisions: **9 lecture hours**

Leverage: Operating, Financing & Combined Leverage. The Firm's Capital Structure: Types of Capital, Capital Structure Theory, Trade-Off Theory, Optimal Capital Structure, Designing Capital Structure, EBIT–EPS Approach to Capital Structure; Dividend Fundamentals: Concept of dividend and dividend policy, Types of dividend, Determinants of dividend policy, Theories of dividend- Walter Model, Gordon Model, and M-M Hypothesis, relevance of Dividend policy under market imperfections, informational content of dividends.

Unit V: Working Capital Management: **8 lecture hours**

Concept, Types of working capital: Cash management, debt management and inventory management; operating cycle, estimation of working capital, financing of working capital.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5009	Financial Management (Lab)	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	0	0	2	1
Pre-requisites//Exposure					
co-requisites					

Course Description: in the light of advancements in information technology and its usefulness on every business decision, this course is designed to expose the student to basics of financial management in an organization and how with the usage of information technology managerial decision making becomes comparatively easier. Students will learn how to analyze an investment proposal and also financing and dividend decisions in real life scenarios. It will help the students in learning to use excel worksheet to calculate time value of money, NPV and IRR and other finance functions.

Course Outcomes:

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

1. Identify the conceptual framework of Financial Management.
2. Demonstrate an understanding of various decision areas and its effect on the value of the Firm.
3. Make use of Excel sheet for calculation of present value and future value.
4. Analyze various capital budgeting techniques like NPV, IRR with the help of excel valuations
5. Evaluate financing decisions with the help of Excel formulae.

Course contents:

Units	Number of Lectures
Unit I: Basic of Financial Management and Basics Of Excel Introduction to Financial management, meaning of financial management-meaning, scope and objectives. Basic of excel sheet- rows, column, active worksheet, how to put basic finance formula, other finance function in excel sheet.	3
Unit II: P&L and Balance-Sheet in Excel Practice sessions on Balance-sheet, Practice session on Profit and Loss account.	3
Unit III: Time Value of Money Excel formula for future value and Present value: Excel formula for Future value of annuity, Excel formula for future value of uneven cash flow and even series of cash flow, Excel formula for present value of annuity, Excel formula for present value of uneven cash flow and even series of cash flow, excel formula for present value of single cash flow.	3
Unit IV: Capital Budgeting Decisions Excel formula for Net Present value of project with even and uneven cash flow, internal rate of return excel formula to calculate NPV of the project, Practice sessions for calculation of NPV of project practice to calculate IRR, practice for IRR.	5

Unit V: Cost of Capital Excel formula to calculate Rate or Investment on source of capital, Excel formula to calculate cost of preference shares, Cost of equity and cost, of debt. Practice sessions on Cost of equity cost of debt and cost of preferenceshares.	5
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Text Books:

1. Bodhanwala, R.J., Financial Management Using Excel spread sheet, Taxman Allied services.

Reference Books and Supplementary Resources:

1. I. M. Pandey, Financial Management, Vikas Publication.
2. Prasanna Chandra, Financial Management, TMH.
3. James C Van Horne, Jr. Van Horne & Wachowicz, Financial Management, Prentice Hall.

	Theory	
Components	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF5010	Business Laws and Taxation	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure					
co-requisites					

Course Objectives

1. To introduce the students to important business laws.
2. To provide the students with a general understanding of the Indian legal and tax system for business decision making.

Course Outcomes

On completion of this course, students will be able to:

1. Understand application of provisions of Indian business laws to operations of business.
2. Understand taxation of income for business and individuals.

Course Description

This course provides an awareness of the legal framework within which business operates in India and to give to the participants the basic understanding of some of the important legal aspects of business.

Text Books

1. Kuchhal M.C. - Business Law , Vikas Publication
2. Ahuja and Gupta – Systematic Approach to Taxation, Bharat Law House
3. Ahuja and Gupta – Simplified Approach to Corporate Tax Planning and Management, Bharat Law House

Reference Books

1. Avtar Singh - Principles of Mercantile Law, Eastern Book Company, .
2. N.D Kapoor & Rajni Abbi-General Laws & Procedures, Sultan Chand & Sons
3. Durga Das Basu- Constitution of India, Prentice Hall of India

Pedagogy

1. Lectures and discussions on concepts and issues
2. Field assignment
3. Case discussion covering a cross section of decision situations
4. Interactive exercises
5. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Law of Contract Act:**8 lecture hours**

Introduction to Law, Meaning and Essentials of a Contract, Offer and Acceptance, Consideration, Capacity to Contract, Void Agreements, Performance of a Contract, Discharge of a Contract, Remedies for Breach of Contract, Contracts of Indemnity and Guarantee

Unit II: Law of Partnership:**10 lecture hours**

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. The Limited Liability Partnership Act, 2008 - Salient Features of LLP, Difference between LLP and Partnership, LLP and Company, LLP Agreement, Nature of LLP, Partners and Designated Partners, Incorporation Document, Incorporation by Registration, Partners and their Relations, Conversion to LLP, Winding Up and Dissolution.

Unit III: Negotiable Instruments Act and Sales of Goods Act:**8 lecture hours**

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques. Nomination.

Unit IV: Income Tax Laws:**4 lecture hours**

Income, Person, Assessee, Assessment Year, Previous year, Gross Total Income, Total Income, Maximum and Marginal Rate of Tax, Residential Status. Exemptions, Deductions, Rebates and Reliefs.

Unit V: Computation of Total Income:**10 lecture hours**

Computation of Income under different heads: Income from Salaries, Income from House Property, Profits and Gains of Business and Profession, Capital Gains and Income from Other Sources, Computation of Total Income of Individuals and Firms, Aggregation of Income and Set off and carry forward of losses.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5011	Business Environment	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Managerial Economics				
co-requisites					

Course Objectives

1. To acquaint the students with concepts and macroeconomic frameworks that provides a sound basis for business decision making .

Course Outcomes

On completion of this course, the students will be able to

1. describe the environmental forces that affect the organization/firm's ability to acquire and serve their customers.
2. explain how changes in the demographic, economic, technological, political and cultural environments affect business decisions.
3. identify the major trends in the firm's global environment discuss how companies can react to the international environments.

Course Description

The course will help students learn about the various dimensions of business environment. It seeks to familiarize the students with various aspects of economic, social, political & cultural environment of India. It intends to provide a deeper understanding of the environmental factors as they influence global enterprises. Case studies as pedagogical tool would be used to introduce the students to the environment in which the businesses operate.

Text Books

1. Cherunillam, F., "Business Environment", Himalaya Publication (latest edition).
2. Bhalla V.K. & Ramu S. S., "International Business Environment", Anmol Publications Pvt. Limited (latest edition).
3. Hill, C. & Jain, A., "International Business", McGraw Hill Higher Education (latest edition).

Reference Books

1. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
2. Paul, J., "Business Environment: Text and Cases", Tata McGraw Hill, New Delhi.
3. Cherunilam, F., "International Business: Text and Cases", PHI Learning Pvt. Ltd .
3. Datt, R. & Sundhram, K.P.M., "Indian Economy", S. Chand Company Ltd., New Delhi.
4. Mishra S. K. & Puri V.K., "Indian Economy", Himalaya Publishing House, New Delhi.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussions covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Indian Business Environment & Globalization

6 lecture hours

Concept, Characteristics, and relevance of Business environment. Types of environment: internal & external environment, micro and macro environment; positive and negative controls; direct and indirect control; Transition from Planning to Market.

Unit II: Economic, Political and Legal Environment

10 lecture hours

Economic Environment- Liberalization, Privatization and Globalization; Policy Environment: Monetary and Fiscal Policy; Political Environment: Centre –State relations. Legal Environment: Consumer Protection act 1986; Competition Act 2002; FEMA 1998.

Unit III: Socio-Cultural Environment

5 lecture hours

Nature and Impact of Culture on business; Culture and globalization; social responsibilities of business; Demographic environment- population size, birth rate, death rate, age structure, migration and ethnic aspects. Demographic Dividend.

Unit IV: Natural & Technological Environment

7 lecture hours

Technology & competitive advantage; Changing technological environment, Role of R&D in Industry, difference in the levels of science & technology across countries, Natural Environment-Environmental protection & sustainable industrial development, Environmental Degradation, Environmental policy, EMS Standard, ISO 1400; Environmental Clearance for a firm; Environmental concerns in developing countries- Pollution Haven Hypothesis.

Unit V: International Business Environment

12 lecture hours

International Business Theories; Liberalisation: Tariff and Non-tariff barriers; World Trade Organization; Recent Trends and main Drivers of International Trade. Regional Blocks: Regional Integration Agreement (RIAs) and Trade – Economic Integration Effects of RIAs; Types of RIA; Regional Integration Agreements and Foreign Investment; Making Regionalism Complimentary to Multilateralism, Global Financial Integration, Integration and growth; Structural forces driving private capital flows to developing countries; Volatility arising from international environment; Effects of integration on domestic financial system.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF5012	Cost and Management Accounting	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Accounting and Financial Reporting				
co-requisites					

Course Objectives

1. To enable the students to acquire sound knowledge of cost and management Accounting applications and related techniques to decision making.
2. To make the students develop competence with their usage in managerial decision making and control.

Course Outcomes

On completion of this course, the students will be able to

1. how to use financial information and various decision - making tools to make sound business decisions.
2. understand cost concepts and the classification, allocation and accumulation of costs.
3. comprehend the theoretical and practical aspects of the planning and control functions within an organization.

Course Description

The course emphasizes the following: role of the management accountant, cost concepts and terminology, job costing, cost-volume-profit analysis, activity – based costing and activity – based management, budgeting and control, standard costs, variance analysis and income effects of alternative inventory costing methods.

Text Books

1. Vij, Madhu: Management Accounting, Excel Publishers
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India.

Reference Books

1. Lal J., “Advanced Management Accounting, Text, Problems and Cases”, S.Chand & Co., New Delhi.
2. Singh S.K., and Lovlen Gupta, Management Accounting, Pinnacle Publication House.
3. Madhu Vij, Management Accounting, Excel Book Publication.
4. Colin, D., Management and Cost Accounting, Thomson Learning.
5. Khan and Jain, Management Accounting, Tata McGraw-Hill.
6. Sahaf, M. A., Management Accounting: Principles and Practice, Vikas Publishing.
7. Arora, M. N., Cost and Management Accounting, Vikas Publishing.
8. Jhamb, H.V., “Management Accounting”, ANE Books Pvt. Ltd. New Delhi
9. Maheshwari, S.N. & Mittal, S.N., Cost Accounting, Theory and Problems, Shri Mahabir Book Depot, New Delhi.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction
hours

6 lecture

Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II: Marginal Costing and Applications in Decision Making **10 lecture hours**

Marginal Costing Vs Absorption Costing; Cost-Volume-Profit (CVP) Analysis – Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions.

Unit III: Standard costing and Budgeting **8 lecture hours**

Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances, Job costing, Budgeting: Concept of Budget, Budgeting and Budgetary Control, Objectives and Functions of Budgeting, Behavioural Dimensions of Budgeting, Advantages and Limitations of Budgetary Control, Preparation of Different Types of Budget: Sales Budget, Production Budget, Material Budget, Cash Budget, Fixed Vs. Flexible Budget, Concept of Master Budget; Performance Budgeting; Zero- Based Budgeting

Unit IV: Cost Management **8 lecture hours**

Activity based approaches in management and cost analysis, techniques for profit improvement, cost reduction, value analysis, throughput accounting, Life Cycle Costing, Just-In – Time, Target Costing and Kaizen Costing.

Unit V: Responsibility Accounting **8 lecture hours**

Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting. Divisional Performance Measurement – Measures of Performance; Return on Investment (ROI) Vs. Residual Income (RI).

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5013	Corporate Legal Framework and Governance	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Business Organization				
co-requisites					

Course Objectives

1. To develop an understanding of the regulations of registered companies with reference to various provisions of Companies Act 2013.
2. To familiarize the students with the issues and practices of corporate governance in the global and Indian context.
3. To discuss issues related to Corporate Laws and Governance.

Course Outcomes

On the successful completion of the course, the student would be able to:

- a. Understand the regulations of registered companies with reference to various provisions of Companies Act.
- b. Understand the framework of Corporate Governance in Indian as well as International perspective.
- c. Discuss issues related to Corporate Laws and Governance.

Course Description

Corporate Law and Governance assume an added importance in the corporate legislative milieu due to increasing emphasis on adherence to the norms of good corporate governance. Against this backdrop, an understanding of various provisions of the Companies Act as well as Corporate Governance Framework is necessary. Realizing the inevitability of having knowledge of Corporate Law and Governance Framework, this course has been designed to make the learners conversant with the critical provisions of Companies Act 2013 and Corporate Governance Framework in Indian as well as international context.

Text Books

1. Kapoor N.D, "Company Law", Sultan Chand & Sons, New Delhi (latest edition).
2. Sharma, J.P., "Corporate Governance, Business Ethics & CSR", Ane Books Pvt Ltd, New Delhi (latest edition).

Reference Books

1. Hicks, A. & Goo S. H., "Cases and Material on Company Law", Oxford University Press
2. Gowar, LCB, "Principles of Modern Company Law", Stevens & Sons, London.
3. Ramaiya, "A Guide to Companies Act", Wadhwa and Company Nagpur.
4. Sharma J. P., "An Easy Approach to Corporate Laws", Ane Books Pvt Ltd, New Delhi.
5. Mallin, C. A., "Corporate Governance (Indian Edition)", Oxford University Press, New Delhi.
6. Sharma, J.P., "Corporate Governance and Social Responsibility of Business", Ane Books Pvt. Ltd, New Delhi.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to Company Law

5 lecture

hours

Definition and characteristics of a company; lifting of corporate veil; types of companies including one person company, small company and producer company; association not for profit, illegal association; Formation of company –promoters, their legal position, pre incorporation contract and provisional contracts; online registration of a company

Unit II: Incorporation and Financing of Companies

7 lecture

hours

Documents –Memorandum of association, articles of association, doctrine of constructive notice and indoor management, prospectus-shelf and red herring prospectus, misstatement in prospectus; GDR; book building; issue, allotment and forfeiture of share, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares.

Unit III: Management and Control of Companies

8 lecture

hours

Classification of directors, women directors, independent director, small shareholder's director; disqualifications, director identity number (DIN); appointment; legal positions, powers and duties; removal of directors; meetings of shareholders and board; types of meeting, convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting.

Unit IV: Corporate Governance Framework in India

10 lecture

hours

Corporate boards and its powers responsibilities, disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; Corporate governance in PSUs and banks.

Unit V: An International Perspective on Corporate Governance

10 lecture

hours

Legislative framework of corporate governance in United Kingdom, USA, Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA), major corporate governance failures - Enron

(USA); World.com (USA); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India).

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5014	Security Analysis and Trading Operations	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	0	2	4
Pre-requisites//Exposure	Financial Systems and Financial Management				
co-requisites					

Course Objectives

1. To introduce the concept and use of security analysis to the students
2. To make students learn risk-return relationship, security market operations and trading mechanism, tools and techniques of security analysis and portfolio management.

Course Outcomes

On the successful completion of the course, the student would be able to:

1. Understand various investment alternatives, and risk and return associated with them.
2. Have an idea of valuation of various securities.
3. Understand and apply the concepts, tools and techniques related to security analysis and portfolio management.

Course Description

The course provides an in-depth appreciation of the issues, challenges and complexities, in case of security analysis for the knowledge point of students. Through this course student learn brief view of security analysis and trading operations, which not only cover Indian market but also touch some international market related to the trading operation of primary, secondary and derivative market. This course includes various practical applications which provide real side view to the student in the areas of security analysis and trading operations.

Text Books

1. Donald E. Fisher & Ronald J. Jordan, Security Analysis and portfolio Management, Pearson (latest edition).
2. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw-Hill (latest edition).

Reference Books

1. Pandian, P., "Security Analysis and Portfolio Management", Vikas Publishing House Pvt. Ltd.
2. Singh, Y.P, Fundamental of Investment Management, Galgotias Publication Pvt. Ltd
3. Dalton, J. M., "How the Stock Market Work", Prentice Hall, New Delhi.
4. Gupta, L.C., "Stock Exchange Trade in India", Society for Capital Market Research and Development, Delhi.
5. Machi Raju, H.R., "Merchant Banking", Wiley Eastern Ltd.; New Delhi.
6. Donel E. F. , Ronald I. J., "Security Analysis and Portfolio Management", Prentice Hall, New Delhi.
7. Avadhani, V. A., "Investment and Securities Market in India", Himalaya Publishing House.
8. Agarwal, S., "A Guide to Indian Capital Market", Bharat Publishers.
9. Puliani, R. & Puliani, M., "Manual of SEBI", Bharat Publication.

Pedagogy

1. Lectures and discussions on concepts and issues
3. Case discussion covering a cross section of decision situations
4. Simulation exercises
5. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Nature and Scope of Security Analysis

6 lecture hours

Investment Versus speculation, investment process, investment attributes, Risk and Return - Security risk, types and measurement of security risk - systematic risk and unsystematic risk, beta coefficient of security and its application.

Unit II: Return and Valuation of Securities

8 lecture hours

Approaches to valuation: Fundamental, Technical and Efficient market hypothesis. E-I-C framework, valuation models of bonds and equity shares. Introduction to Financial Derivatives: Futures and Options.

Unit III: Technical Analysis and Efficient Market Hypothesis

8 lecture hours

Introduction to Technical analysis, fundamental approach, and EMH, theories and tools of Technical analysis – Dow theory, Point and figures, bar and line charts , moving average and other modern tools, limitations of technical analysis, meaning and form of EMH, test of stock market efficiency.

Unit IV: Trading Operations

10 lecture hours

Indian Securities market – An overview. Security market participants, trading mechanism in stock market- Different types of orders, screen based trading and internet based trading, settlement procedure, types of brokers, listing of securities, security market indicators- BSE Sensex and NSE Nifty and other security indices.

Unit V: Regulatory Framework

8 lecture hours

Securities and Exchange Board of India (SEBI) guidelines and other regulations relating to investor protection, trading, procedure of trading, role of depositories and custodial services.

Mode of Evaluation:

Note: Market simulation lab sessions on internet-based software to develop trading skills for stock market to be part of pedagogy.

Components	Theory	
	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF5015	Security Analysis and Trading Operations (Lab)	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	0	0	2	1
Pre-requisites//Exposure	Basic Statistics				
co-requisites					

Course Description: This course is designed to expose the students to the practicalities of trading in stock markets. This course includes various practical applications which provide a real-life perspective to the student in the areas of security analysis and trading operations through the usage of IT tools.

Course Outcomes:

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

1. Develop an understanding of using the various stock trading applications and analysis of changes in prices of various stocks.
2. Apply the method of calculating return and risk of stocks on Excel sheet.
3. Demonstrate the application of valuing stock on MS excel using data available on various stock trading applications.
4. Analyse the various security markets indicators for purchasing stocks.
5. Comprehend the procedure of trading on stock exchange.

Course Contents:

Units	Number of Lectures
Unit I: Introduction to Stock Trading. Learning the use of stock trading applications and websites. Comparing and analyzing the beta of stocks, analyzing stock price changes (Intraday and long-term investment).	4
Unit II: Calculations of Risk and Return Calculating the average return and risk of various securities listed on stock exchanges using MS excel.	4
Unit III: Valuation of Securities Valuation of shares or bonds on MS Excel by applying valuation method using data available on stock trading applications. Analyses of various charts and drawing resistance and support line in chart of any share. Introduction to derivatives - option and futures. Method of finding the quotes of options of any stock using stock trading applications (Money control).	4
Unit IV: Security Market Indicators Understanding the components of BSE Sensex, NSE Nifty and other security indices and comparing them.	6
Unit V: Trading Operations Method of opening a DMAT account, placing different types of order in stock market, closing a position on stock market, short selling etc.	2

Text Books:

1. Donald E. Fisher & Ronald J. Jordan, Security Analysis and portfolio Management, Pearson.
2. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw-Hill.

Reference Books and Supplementary Resources:

1. Dalton, J. M., “How the Stock Market Work”, Prentice Hall, New Delhi.
2. Gupta, L.C., “Stock Exchange Trade in India”, Society for Capital Market Research and Development, Delhi.
3. Machi Raju, H.R., “Merchant Banking”, Wiley Eastern Ltd.; New Delhi.
4. Donel E. F. , Ronald I. J., “Security Analysis and Portfolio Management”, Prentice Hall, New Delhi.
5. Stock Trading Applications- Money control, Zerodha, Robinhood etc.

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5016	Operations Research	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Basic Statistics				
co-requisites					

Course Objectives

1. To acquaint the students with the use of quantitative models in decision making.

Course Outcomes

On completion of this course, the students will be able to

1. Apply the most widely used quantitative techniques in decision making.
2. Grasp the wide applicability of quantitative techniques.
3. Realize the importance of certain mathematical techniques in getting the best possible solution to a problem involving limited resources.

Course Description

This course enables the students to know the scientific approach to decision making when solving business problems. The determination of the most efficient use of limited resources in maximizing some measure of benefits could be solved using the graphical method or algebraic method. It is therefore designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions.

Text Books

1. Vohra N.D., "Quantitative Techniques in Management", 3rd Edition, The McGraw Hill companies, 2006.

Reference Books

1. Levin, R.I., D.S. Rubin and J.P. Stinson, "Quantitative Approaches to Management", 1986, McGraw - Hill.
2. Bierman H. Jr, C.P. Bonini and W.H. Hausman, "Quantitative Analysis for Business Decisions", 7th Edition, Homewood, Ill., Irwin 1983.
3. Taha, Hamdy A., "Operations Research: An Introduction", 8th Edition, Prentice -Hall of India.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Linear Programming

12 lecture hours

Quantitative approach to management decision making, Mathematical formulation of linear programming problems and their solution using graphic approach and simplex algorithm. Duality, Sensitivity analysis.

Unit II: Transportation & Assignment

8 lecture hours

Solving the problem, Testing optimality MODI method. Cases of unbalanced problems, degeneracy, maximization objective, multiple solutions, prohibited routes and unacceptable assignments.

Unit III: Inventory Control

5 lecture hours

Techniques of selective control, Economic order quantity (EOQ) models- classical, gradual replenishment without shortages, price breaks and planned stock outs, Deciding optimum safety stock and reorder level.

Unit IV: Project Scheduling and Management

8 lecture hours

PERT/CPM, Uncertainty of PERT, Early Start, Early Finish, Late Start Late Finish and Float, crashing of activity in CPM, Resource Leveling. Decision Making: Decision making environment, decision under uncertainty, decision under risk, decision tree analysis

Unit V: Game Theory

7 lecture hours

Game Theory, Cooperative and non-cooperative, Zero Sum Two Person Game, Saddle Point, Graphical Method, Approximation Method, Pure Mixed Strategy.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF5017	Marketing Management	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure					
co-requisites					

Course Objectives

1. To emphasize the fundamentals of implementing the marketing function in organization.
2. To develop effective strategic and marketing analysis skills.
3. To understand the function of marketing analysis skills.
4. To understand the function of marketing in a competition, global, dynamic business

Course Outcomes

On completion of this course, the students will be able to

1. demonstrate a clear understanding of major marketing concepts.
2. understand the importance and role of marketing in a global environment.
3. understand how marketing mix decisions are made and managed over time.

Course Description

This course provides an understanding of the application of marketing theories, concepts and practices as they relate to the management of the marketing function in a complex organization. It provides an understanding of the theories of the marketing mix variables, and a practical application in the context of the marketing management cycle processes of research, planning, organization, implementation and control. The later part of the program examines the process of marketing management in different sectors of Indian economy.

Text Books

1. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha, Pearson Publication.
2. A Framework for Marketing Management, Kotler & Keller, Prentice Hall

Reference Books

1. Kotler, Philip and Gary Armstrong. Principles of Marketing, Prentice-Hall of India, New Delhi.
2. Michael, J Etzel., Bruce J Walker and W. J. Stanton. Marketing. McGraw Hill, New York.
3. McCarthy, E. Jerome., and William D. Perreault. Basic Marketing. Richard D. Irwin.
4. Lamb, Charles W., Joseph F. Hair and Carl McDaniel. Principles of Marketing. South Western Publishing, Ohio.
5. Majaro, Simon. The Essence of Marketing. Prentice Hall, New Delhi
6. Zikmund William G. and Michael D'Amico. Marketing; Creating and Keeping Customers in an E-Commerce World. Thomson Learning.
7. Michael, J. Etzel, Bruce J. Walker, William J Staton and Ajay Pandit. Marketing Concepts and Cases. (Special Indian Edition).

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to Marketing and its environment **8 lecture hours**

Nature and functions of marketing; Evolution of marketing concept; Marketing Management process; Marketing mix; Micro and macro environments of marketing and their impact on marketing decisions: Consumer and industrial buying behaviour – An overview.

Unit II: Market Segmentation and Product Planning **6 lecture hours**

Segmenting markets - bases and process; Market segmentation and product differentiation; Target market selection. Positioning – nature importance and process. Concept of product; Classification of products; Product line and mix decisions; Packaging and labelling; Product -support services; Branding decisions; Product life cycle and marketing implications; New product development; Innovation diffusion and consumer adoption process.

Unit III: Pricing and Distribution Decisions **8 lecture hours**

Factors affecting price determination, Procedure for setting prices: Pricing policies and strategies, Nature and importance of distribution channels; Types and functions of distribution middlemen; Channel management decisions; Retailing and wholesaling; Physical distribution/logistics decisions.

Unit IV: Market Communication and Strategic Planning **8 lecture hours**

Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Public Relations, Personal Selling and Sales Marketing Planning, Organisation and Control - Strategic planning and marketing effectiveness; Contemporary Development and issues in marketing including ethical and legal aspects.

Unit V: Issues and Development in Marketing **10 lecture hours**

Financial Services Marketing: Concepts and features, financial services marketing environment and financial services marketing mix, rural marketing, Growing Importance; Understanding rural consumers and rural markets; Marketing mix planning for rural markets, Online Marketing, Network and Global Marketing, Social Marketing, Direct Marketing, Service Marketing, Green Marketing, Sustainable Marketing and Relationship Marketing, Marketing Ethics.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF5018	Corporate Tax Planning and Management	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure					
co-requisites					

Course Objectives

1. To make the students conversant with the concept of the corporate tax planning and Indian tax laws.
2. To make students understand the implications of corporate tax planning for corporate management.

Course Outcomes

On completion of this course, the students will be able to

1. Understand the provisions of corporate taxation in practical terms.
2. Use tax planning methods to minimize tax liability.

Course Description

This course familiarizes the student with the latest provisions of the Indian corporate tax laws and related judicial pronouncements having implications for various aspects of corporate tax planning with a view to derive legitimate tax benefits permissible under the law. It comprises of concepts and computation of corporate tax, tax planning with reference to corporate decision making and International taxation.

Text Books

1. Ahuja, Girish. and Ravi Gupta, "Corporate Tax Planning and Management.", Bharat Law House, Delhi.

Reference Books

1. Singhania, Vinod K., Kapil Singhania and Monica Singhania. Direct Taxes Planning and Management. Taxmann Publications Pvt. Ltd., New Delhi.
2. Goyal, S.P. Direct Tax planning. Sahitya Bhawan, Agra.
3. Mittal, D.P. Law of Transfer Pricing. Taxmann Publications Pvt. Ltd., New Delhi.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to Corporate Taxation

4 lecture hours

Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management.

Unit II: Computation of taxable income and tax liability of companies

6 lecture hours

Concept and application of Minimum Alternate Tax; Carry forward and set off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unit holders.

Unit III: Tax Planning for Corporate Management

10 lecture hours

Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization, Tax planning with reference to financial management decision - Capital structure, dividend including deemed dividend and bonus shares, Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace, Tax planning with reference to employees' remuneration, Tax planning with reference to sale of scientific research assets, Tax planning with reference to receipt of insurance compensation, Tax planning with reference to distribution of assets at the time of liquidation.

Unit IV : Tax Planning for Corporate Restructuring

8 lecture hours

Tax planning with respect to Amalgamation, Demerger, Slump sale, Conversion of sole proprietary concern/partnership, firm into company, Transfer of assets between holding and subsidiary companies.

Unit V: International Taxation

6 lecture hours

Special provisions relating to Non residents, Double Taxation Relief, Provisions regulating Transfer Pricing, Advance Rulings. Bilateral Tax Treaties.

Unit V: Goods & Services Tax

6 lecture hours

Tax Reforms in India: GST- Relevance of GST, Principle of Equity, Common Economic Market-Post GST, Proposed GST Model for India, Pre & Post GST Comparison, Advantage of IGST Model for Tax payers and Tax administrator.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6019	International Financial Management	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Financial Management and Security Analysis				
co-requisites					

Course Objectives

1. To introduce the conceptual frame work of international finance to the learners.
2. To make students understand the function of foreign exchange market.
3. To discuss various types of foreign exchange exposures and strategies to manage them.

Course Outcomes

On completion of this course, the students will be able to

3.1 Understand the basic of multinational financial and international flow of fund.

3.2 Understand the working of forex exchange market.

Understand various functional area of a multinational corporation

Course Description

This course has been designed to develop an understanding of various concepts relating to multinational finance and their application. It starts with the introduction of the global context of business and international flow of fund. It covers the functioning of foreign exchange market and parity conditions and focuses on management of foreign exchange exposure and financial functions of Multinational Corporation.

Text Books

1. Vij, Madhu, International Financial Management, Excel Book, New Delhi.

Reference Books

1. Sharan, Vyuptakesh, International Financial Management, PHI Learning, New Delhi.
2. Apte, P.G, International Financial Management, Tata McGraw Hill, New Delhi
3. Machiraju, H.R , International Financial Management, Himalayan Publishing House, New Delhi.
4. Siddaiah, T., International Financial Management, Pearson Education.
5. Shapiro, Allen C., Multinational Financial Management, J. Wiley& Sons.

Pedagogy

3. Lectures and discussions on concepts and issues
4. Case discussion covering a cross section of decision situations
5. Interactive exercises
6. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to International Financial Management **6 lecture hours**

Nature and Scope of International Finance, International Business activities and methods, International Financial Management Vs Domestic Financial Management, Issues in functioning of Multinational Corporations, Balance of Payment, Debit and Credits.

Unit II: Foreign Exchange Markets, Exchange rate determination and Management of foreign exchange exposure **12 lecture hours**

Functions of Foreign Exchange market, Bid Price, ask price, spread, cross rates, spot rates and reciprocal rates in Foreign Exchange market. Theories of Foreign Exchange rate – Purchasing power parity, Interest rate parity, international fisher effect, arbitrage activities in foreign exchange markets, foreign exchange risk – Transaction exposure, Translation exposure, Economics exposure and their management.

Unit III: Financial Management of Multinational Firm **10 lecture hours**

Foreign Direct Investment (FDI), Factors affecting FDI, cost of capital and capital structure decision of the multinational firm, multinational capital Budgeting – application and interpretation, multinational cash management.

Unit IV: Country Risk Analysis and International taxation **6 lecture hours**

Nature of Country risk, objectives of Country risk rating, techniques to assess of country risk, economic risk indicators, raters of country risk, Management of Country Risk, Double taxation avoidance agreements, various models of treaties, Transfer pricing.

Unit V: Managing Foreign Operations **6 lecture hours**

Derivatives, Swaps – Interest rate and currency swaps, foreign currency options and futures, Depository receipts – ADR and GDR and Eurocurrency markets.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6020	Fixed Income Securities and Treasury Management	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Financial Markets and Security Analysis				
co-requisites					

Course Objectives

1. To make students familiar with fixed income securities markets and investment strategies for the same
2. To provide students with good understanding of basics of treasury management

Course Outcomes

On completion of this course, the students will be able to

1. Reflect a thorough understanding of fixed income market securities and treasury management
2. Value fixed income securities and make generic strategies for investment in the same
3. Design generic treasury portfolios

Course Description

The course introduces the students to fixed income securities. The students learn about fixed income securities markets, valuation of fixed income securities and investment strategies for the same. Further, the course dwells into important function of management of corporate treasuries. Students learn about treasury risk and designing treasury portfolios.

Text Books

1. Suresh M. Sundaresan, Fixed Income Markets and Their Derivatives, International Thomson Publishing.
2. Treasury Risk Management by S.K. Bagchi, Jaico Book Pub, 2005.

Reference Books

1. Jarrow, R. A. : Modeling fixed income securities and interest rate options
2. Fabozzi and Fleming : The Hand book of Fixed Income Securities

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to Fixed Income securities market and development

8 lecture

hours

Introduction to Fixed Income Securities; Markets for Fixed Income Securities and recent developments; Avenues for Fixed income – Central Government Securities, Corporate

Debt, Commercial Papers, Repos and other avenues; Bond Market Indices and Benchmarks;

Unit II: Valuation of Fixed Income securities **8 lecture hours**

Attributes of a fixed income security; Valuation of Fixed Income Securities Risk Analysis of Fixed Income Securities; Yield curve and term structure analysis

Unit III: Investment strategies in fixed income securities **8 lecture hours**

Bond portfolio management Strategies, fixed income derivatives, fixed income investments in India.

Unit IV: Introduction to Treasury Management **8 lecture hours**

Scope of Treasury within a corporate organization structure, establishing treasury policy and procedures, responsibility of corporate treasurer, functions of a corporate treasury

Unit V: Designing Treasury Portfolio and treasury risk management **8 lecture hours**

Designing and managing a treasury portfolio, treasury risk management, cross currency transactions, its risk and rewards, elements of uncertainty, sources of risk, types of risks dealt by treasurers, implications and limitations of risk management.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6021	Portfolio Management	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Security analysis tools and trading mechanism				
co-requisites					

Course Objective

1. To introduce the concept of portfolio, its analysis and selection of portfolio
2. To make students learn various asset pricing theories
3. To enable students to evaluate performance of portfolios

Course Outcomes

On completion of this course, the students will be able to

1. Understand analyze a portfolio of various financial assets
2. Select assets and design basic portfolios
3. Evaluate the performance of portfolios

Course Description

The course provides an overview of the key elements involved in construction and management of large portfolios. After providing a review of risk and return relationship of various financial assets and a discussion on objectives of constructing different types of portfolios, the course proceeds to examine how various securities should be used to form a portfolio that meet these objectives.

Text Books

2. Strong Robert, Portfolio Construction, Management and Protection, Thomson South Western
3. Donal E. Fisher & Ronald J. Jordan, Security Analysis and portfolio Management, Pearson
4. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw-Hill.

Reference Books

1. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
2. Dalton, John M. : How the stock Market work, Prentice Hall, New Delhi.
3. Gupta, L.C: Stock Exchange Trade in India; Society for capital Market Research and Development, Delhi;
4. Machi Raju, H.R: Merchant Banking: Wiley Eastern Ltd.; New Delhi.
5. Donel E. Fisher , Ronald I. Jordon : Security Analysis and Portfolio Management; Prentice Hall, New Delhi

Pedagogy

4. Lectures and discussions on concepts and issues
5. Case discussion covering a cross section of decision situations
6. Interactive exercises

7. Assignments/quizzes/reviewing research papers

Course Content**Unit I: Introduction to Portfolio Management** **2 lecture hours**

Meaning, importance, objectives and various issues in Portfolio Management, Traditional versus modern approach to portfolio management, linkages with security analysis

Unit II: Portfolio Analysis **10 lecture hours**

Diversification, Portfolio risk and return, Markowitz model of portfolio return and risk – up to three security case, Sharpe Index model of portfolio analysis, Portfolio beta coefficient and its applications - efficient frontier

Unit III: Portfolio Selection **10 lecture hours**

Risk and investor preferences, Simple Sharpe portfolio optimization technique, cut-off rate, construction of optimal portfolio for the investors.

Unit IV: Asset Pricing Theories **10 lecture hours**

Capital Market theory, Capital Asset pricing model (CAPM) and Arbitrage pricing theory (APT). Exemptions and capital market theory, Capital market line (CML), Security market line (SML) , CAPM vs APT. Application of CAPM.

Unit V: Portfolio Performance Evaluation: **8 lecture hours**

Techniques of Performance evaluation – Sharpe performance measure, Treynor performance and Jensen's performance measure, comparative analysis of performance measures, empirical tests

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6022	Financial Derivatives and Risk Management	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Security analysis				
co-requisites					

Course Objectives

1. To introduce of derivative market to the students
2. To make students understand sources of financial risk in financial derivatives
3. To make students learn concepts and working mechanism of forward, future, options and swaps

Course Outcomes

On completion of this course, the students will be able to

1. Understand various derivative investment alternatives, and risk and return associated with them.
2. Value various derivative products.
3. Understand and apply the concepts, tools and techniques related to derivative market analysis and risk management.

Course Description

This course is an introduction to derivative assets such as futures, forwards, swaps, and options, financial engineering, risk management, and mortgage and credit derivatives. We will cover the pricing of these derivative assets as well as securities that contain embedded options. We will consider risk management strategies such as static and dynamic hedging. Applications will be considered from equity, commodity, bond, and mortgage-backed markets.

Text Books

1. Chance, Don M: An Introduction to Derivative; Dryden Press, International Edition;
2. Vohra, N D: Futures and Options.....

Reference Books

1. Hull, J., Option: Future and other Derivative, Prentice hall, New Delhi
2. Singh, Y.P, Fundamental of Investment Management, Galgotias Publication Pvt. Ltd
3. Chew, Liian; Managing Derivative Risk, John Wily, New Jersey;
4. Das, Satyajit: SWAP and Derivative Financial Probus;
5. Kolb. Robert W.,: Understanding Future Markets, Prentice Hall Inc., New

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction

8 lecture hours

Meaning and purpose of Derivatives; Forward contracts, future contracts options, swap and other derivative; types of trades; trading future contract, specification of future contracts, operations of margins; settlement and regulation

Unit II: Source of Financial Risk

6 lecture hours

Credit risk vs Market risk, default risk, foreign exchange risk, systematic and non-systematic risk;

Unit III: Options

10 lecture hours

Types of options; options trading; margins; valuation of options; Binomial option Pricing Model; Black-Schole model for Call/Put option; valuation of option, Index option; Option Markets- exchange traded option, over the counter option, quotes, trading, margins, clearing, regulation and taxation; warrants and convertibles

Unit IV: Futures

6 lecture hours

Hedging and speculators; Future contract; future market-clearance house, margins, trading, future positions and taxation; future price and spot price; forward price vs future prices; futures vs option price

Unit V: SWAP

10 lecture

hours

Mechanism of interest rate Swaps, Valuation of interest rate swaps; currency swaps and its valuation; credit risk and swaps, Credit default swaps, Managing Market Risk - Hedging schemes-delta hedging, theta, gamma, relationship in delta; Vega and Rho; portfolio insurance, Derivative Market in India - Present position in India- regulation; working and trading activity

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6023	Financial Services	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Financial System and Business environment				
co-requisites					

Course Objective

1. To impart learning of concepts, emergence, and importance of various financial services.
2. To make students learn the mechanics, operations and procedures involved in the performance of these services.

Course Outcomes

On completion of this course, the students will be able to

1. Have an understanding of concept, emergence and development of financial services.
2. Understand the mechanics, operations and procedures in performing various financial services.
3. Have an idea of the legal and regulatory framework governing financial services in India

Course Description

Money Market Industry plays an important and pivotal role in an economy and financial service industry makes money from business. It deals with the management, transfer and lending of money. While financial institutions and instruments constitute the hardware of the financial system, financial services represent the software portion of the financial environment. They represent all kinds of services provided in financial terms, where the essential commodity is money. The present course probes into some of the leading and vibrant financial services.

Text Books

1. Gurusamy, S, Merchant Banking and Financial Services, Tata- McGraw Hill.

Reference Books

1. Khan, M.Y., Financial Services, Tata McGraw Hill.
2. Vij, Madhu and Dhawan, Swati: Merchant Banking and Financial Services, McGraw Hill.
3. Bhole L.M: Financial Market and Institutions, Tata McGraw Hill, Delhi
4. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw-Hill.
5. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
6. Dalton, John M. : How the stock Market work, Prentice Hall, New Delhi.
7. Gupta, L.C: Stock Exchange Trade in India; Society for capital Market Research and Development, Delhi;
8. Machi Raju, H.R: Merchant Banking: Wiley Eastern Ltd.; New Delhi.

9. Donel E. Fisher , Ronald I. Jordon : Security Analysis and Portfolio Management; Prentice Hall, New Delhi

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction

8 lecture hours

Concept, objectives, functions, and characteristics of financial services, concept and constituents of Financial Services market. Fund based and Fee based (non fund based) – financial services, growth of financial services in India, regulatory framework, problems related to financial services sector.

Unit II: Hire Purchase and Leasing

8 lecture

hours

Meaning of hire purchase, regulatory framework and RBI guidelines for hire purchase - an overview, characteristic and types of lease – financial and operating, leasing process, services of lessor, advantage and limitations of lease financing, funding aspects of leasing and financial implications.

Unit III: Miscellaneous Financial Services

8 lecture

hours

Merchant banking: Project preparatory, Book Building Process, Venture capital and angel financing, Asset financing, Trade financing, Transaction Banking, factoring and forfaiting, Debit and credit cards.

Unit IV: Managing Investible funds

8 lecture

hours

Portfolio Management advisory, Mutual funds, pension funds, Investment Banking.

Unit V: Consultancy services

8 lecture hours

Credit rating, and Business advisory services

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6024	Fund Management in Banking and Insurance	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Financial System and Business Environment				
co-requisites					

Course Objectives

1. To make students learn comprehensive fund management in Banking and Insurance.
2. To make students understand the process of linkage between Banking and insurance fund with market.
3. To make students learn the evolving field of fund management in Banking and Insurance.
4. To introduce the global pattern of banking and insurance funds to the students.

Course Outcomes

On completion of this course, the students will be able to

1. Reflect understanding of fund management in banking and insurance sector.
2. Make analysis, decisions, and the execution of a decision in the field of insurance and banking fund management.

Course Description

This course intends to provide a basic understanding of the insurance and banking funds mechanism. It explains the concept of insurance and banking funds and how it is used to cover risk. How insurance and banking are transacted as a business and how the insurance and banking funds operate. The course discusses relationship between insurance and bank fund with customers and the importance of insurance and banking contracts related to funds. Some commonly used insurance and banking terms are also explain. An overview of major life insurance and general insurance funds are included along with the banking funds.

Text Books

1. Sinkey, Joseph F. Jr : Commercial Banks Financial management, Prentice Hall, Delhi.
2. George E. Rejda: Principles of Risk Management & Insurance, Pearson: New Delhi.

Reference Books

1. Bakerwelford, A.W. and WW Otter Barry : Law Relating to Fire Insurance, Butterworth & Co. Ltd., London.
2. Dinsdale, W.A. : Elements of Insurance, Pitman. Government of India, Insurance Act 1937 as amended. Jadhav, Narendra : Challenges to Indian Banking, ed., Macmillan, New Delhi.
3. Joet, Bessis : Risk Management in Banking, John Wiley.
4. Kotch, Timothy W : Bank Management, Dryden Press, Chicago.
5. Sharma, R.S : Insurance Principles and Practice, Vora, Delhi.
6. Smith, T.R : Fire Insurance Theory & Practice, Stone & Cox. Tannan, M.L : Banking Law and Practice, Indian Law House, Delhi.
7. Turner, H.S : Principles of marine Insurance, Stone and Cox.

8. Khan M Y : Indian Financial System – Theory and Practice; Vikas Publishing House, New Delhi

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing various publications

Course Content

Unit I: Commercial Banks: Capital fund and Liquidity Management **8 lecture hours**

Theories of Liquidity Management; Priorities in the allocation of Bank Funds; Problems in Resource Allocation in India; Meaning and Functions of Capital Funds; Standard to Measure Capital Adequacy; Capital Adequacy norms. BASEL – norms.

Unit II: Commercial Banks: Management of Reserves **8 lecture hours**

Nature and Purpose of Primary and Secondary Reserves; Nature and Functions of Legal and working reserves Cash Management in Commercial Banks; Factors Influencing Secondary Reserves; Estimation and Management of Secondary Reserves.

Unit III: Management of Bank Deposits and Loans **8 lecture hours**

Characteristics of Commercial Loans; Loan Policy; Evaluating Loan Application – Credit Information, Credit Analysis and Credit Decision; Priority Sector Lending Policies in India, Concept of Bank Marketing; Marketing Approach to Deposit Mobilization; Marketing Strategies for Banks – Opportunity Analysis, Target Market and Competitive Positioning; Implementing Marketing Strategy.

Unit IV: Risk Management in Insurance Business **8 lecture hours**

Principles of Insurance and Insurance Contracts; Risk Identification and Risk Evaluation; Risk Management Techniques; Types of Insurance – Personal Life Insurance, Health Insurance, General Commercial Insurance – Fire, Motor, Aviation, Engineering, Agriculture and Marine.

Unit V: Fund Mobilization in Insurance Business **8 lecture hours**

Role of insurance in commerce and trade; Economics of Insurance Business – Value Chain Analysis; Insurance Fund Mobilization; Regulation of Insurance and IRDA; Domestic Economy and Insurance; Globalization of Insurance Business and Fund Mobilization

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6026	Strategic Financial Management	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	0	0	3
Pre-requisites//Exposure	Financial Management				
co-requisites					

Course Objectives

1. To acquaint students with synergy between financial policy & corporate strategy.
2. To develop understanding of complex investment decisions.
3. To provide an insight into risk analysis of investment decisions as well as various strategic financial decisions.
4. To help students identify persistent or systematic behavioral factors that influence investment behavior

Course Outcomes

On the successful completion of the course, the student would be able to:

1. Explain synergy between financial policy & corporate strategy.
2. Understand techniques of complex investment decisions.
3. Have an insight into risk analysis of investment decisions as well as various strategic financial decisions.

Course Description

Strategic financial management helps in developing financial knowledge so that managers can be more effective in their role. This course is a mix of Strategic Management and Financial Management. It acquaints students with synergy between financial policy & corporate strategy. This course offers concepts, theories and techniques of Strategic Financial Management. It provides students with the opportunity to explore application of concepts of finance through case studies and problem solving.

Text Books

1. Hill, R. A., "Strategic Financial Management", Finance & Ventus Publishing
2. M.M. Sulphery, Behavioural Finance, PHI

Reference Books

1. Pandey, I. M., "Financial Management", Vikas Publication, 10th edition.
2. Srivastava, R. & Mishra, A., "Financial Management", Oxford Publishing House.
3. Chandra, P., "Financial Management", TMH, 8th edition.
4. Horne, J.C.V., Jr. Horne, V. & Wachowicz, "Financial Management", Prentice Hall.
5. Khan and Jain, "Financial Management", TMH.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Financial Policy & Corporate Strategy **4 lecture hours**

Strategic Financial Decision Making Framework, Strategy at Different Hierarchy Levels, Financial Planning, Interface of Financial Policy & Strategic Management, Balancing Financial Goals with Sustainability Goals.

Unit II: Determining Cash Flow for Investment Analysis **6 lecture hours**

Cash Flow vs Profit, Incremental Cash Flows, Calculation of Depreciation for Tax Purposes, Additional Aspects of Incremental Cash Flow Analysis, Investment Decisions under Inflation, Financing Effects in Investment Decisions.

Unit III: Complex Investment Decisions and Risk Analysis **10 lecture hours**

Introduction, Investment Decision for Projects with Different Lives, Investment Timing and Duration, Replacement of an Existing Asset, Investment Decision under Capital Rationing, Application of Real Options in capital budgeting. Techniques of Risk Analysis: Sensitivity Analysis, Scenario Analysis, Risk Adjusted Discount rate, Certainty Equivalent approach, Decision Tree and Probability Distribution Approach

Unit IV: Behavioral Finance **10 lecture hours**

Behaviour and Decision Making, Evolution of Behavioural Finance, Financial Market Anomalies, Theories of Behavioural Finance, Market Bubbles, Forensic Accounting, Behavioural Corporate Finance, Nero-finance, Investing Styles and Behavioral Finance

Unit V: Mergers, Acquisitions & Restructuring **10 lecture hours**

Merger and Acquisition- Meaning, Reasons & Rationales, Gains from Mergers or Synergy, Target Valuation for Mergers & Acquisitions, Merger Failures & Potential Adverse Competitive Effects. Corporate Restructuring, Financial Restructuring, Corporate Takeovers-Motivations, Forms of Takeovers, Co- Cross-border Takeovers & Takeover Defences.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6028	Commodity Derivatives and Real Estate Markets	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Security Analysis and Derivatives				
co-requisites					

Course Objectives

1. To introduce to the structure, mechanisms, operations and regulations pertaining to commodities and real estate markets
2. To make students learn basic investment strategies for commodities and real estate markets

Course Outcomes

On completion of this course, the students will be able to

1. Understand the conceptual framework of commodities and real estate markets.
2. Able to design and construct generic strategies for investment in commodities and real estate markets.

Course Description

This course focuses on two different domains of commodity and real estate markets. The course begins with an introduction to commodities market and subsequently dwells into operations mechanisms and investment strategies for commodities. The second part of the course is devoted to learning of real estate markets. Starting with a comprehensive introduction about real estates, the course moves into valuation of real estate s and further it educates about environment and sustainability concerns related to real estate markets.

Text Books

1. Chatnani N, Commodity Markets: Operations, Instrument and Applications, TMH
2. Narayan Laxmanrao, Real Estate Deals, Jain Book Depot

Reference Books

1. Prabina Rajib. Commodity Derivatives and Risk Management, Prentice Hall India
2. Adukia, Rajkumar S, Real Estate Law Practice and Procedures A Complete Encyclopedia on Real Estate in 2 Volume, Jain Book Depot

Pedagogy

3. Lectures and discussions on concepts and issues
4. Case discussion covering a cross section of decision situations
5. Interactive exercises
6. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to Commodity Derivatives

hours

6

lecture

Evolution of commodity exchanges, commodity derivatives, global commodity derivatives exchanges, latest developments. The NCDEX platform – Structure, exchange membership, risk management, clearing and settlement system and commodities traded on the NCDEX platform.

Unit II: Commodity market: operations & regulatory framework

12 lecture hours

Participants, Introduction to Commodity Forward contracts, futures and options, pricing commodity futures – Investment assets versus consumption assets, Cost of carry model, Futures basis, Rules governing Commodity Derivatives Exchanges, Investor grievances and Arbitration. Electronic Spot Exchange -NCDEX Spot Exchange Ltd. (NSPOT),

Unit III: Real estate: Introduction

8 lecture

hours

Real Estate Scope; Classification of real estate activities and peculiarities; Factors affecting real estate market; Role of Government in real estate market; Statutory provisions, laws, rules and regulations application, land use controls in property development, registration and licensing requirements; Transfer of titles and title records.

Unit IV: Real Estate Markets and Valuation

8 lecture

hours

Land and Property Market- variations and their functioning, concepts of fringe, peri-urban and urban land and the role of actors, agents and other institutions in these markets. Real Estate Valuation: The Valuer- his functions and responsibilities; the principle factors affecting the supply and demand for land and building; Principle types of landed property; Principles governing the rates of interest for different types of property; calculation of rental values-net income-virtual rent; valuation for sale and purchase of free-hold & leasehold properties; Rental method of valuation - land & building basis, mortgage, acquisition, taxation of properties.

Unit V: Real estate market- Environmental sustainability

6 lecture

hours

Sustainability In Real Estate Development; Environmental Impact Assessment in real estate development and management- Methodologies, for sites, large-scale projects like residential complexes, townships, malls, roads etc.; Role of technology in sustainable development of real estate.

Note: Market simulation lab sessions on internet-based software to develop trading skills for commodity market to be part of pedagogy.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6029	Investment Banking	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Financial markets and systems				
co-requisites					

Course Objectives

1. To introduce the structure, products, risks, earnings, regulations, innovations and competition structure, management and practices of investment banking to the learners.
2. To discuss mergers and acquisitions, financing and investment; and the creation of value through advisory services.

Course Outcomes

On completion of this course, the students will be able to

1. Understand the conceptual framework of investment banking.
2. Have an understanding of structure, products, risks, earnings, regulations, innovations and competition structure, management and practices of investment banking
3. Able to contrast the investment banking function with the traditional commercial banking function.

Course Description

This course focuses on different facets of investment banking e.g. structure, products, risks, earnings, regulations, innovations and competition structure, management and practices of investment banking (IB). It encompasses the business activities of mergers and acquisitions, financing and investment; and the creation of value through advisory services. It explores integration with private equity, hedge funds and trading operations and the role of each in facilitating investment and the deployment of capital.

Text Books

1. Khalife D., Former J.P - 'Investment Banking Careers': Kindle Edition, version 2.0
2. Michel F. - 'Investment Banking Explained': An Insider's Guide to the Industry Mc Graw-New Delhi.

Reference Books

1. Stowell, David P., Investment Banks, Hedge Funds and Private Equity, Academic Press, 2013.
2. Castillo, Jerilyn J and McAniff, Peter J., Practitioner's Guide to Investment Banking, Circinus Business Press, 2006.
3. Monica Langley, Tearing Down the Walls, A Wall Street Journal Book, Free Press, 2004.
4. Jonathan A. Knee, The Accidental Investment Banker: Inside the Decade That Transformed Wall Street, Oxford University Press, Inc., New York, 2007.
5. Tom Lott, Vault Career Guide to Investment Banking Paperback, Vault.com, Inc., 2007.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Basics of Investment Banking

7 lecture hours

Evolution of investment banking, the structure of investment banks, competitive challenges of investment banks, role of the financial advisory business. understanding client needs, determining the optimal capital structure of the client, assessing financial needs and value-adding gaps/opportunities, investment banking product and solutions.

Unit II: The Equity Business

10 lecture hours

Equity-business value chain and role of investment bank, private equity and the private equity firms, role of private equity firms—their evolution, structure, participants and investment objectives and challenges, private equity exit strategies, IPO's and follow-on issues, role of investment bankers in public issues.

Unit III: Debt Financing

11 lecture hours

Various structures of debt financings/investments, investment banker's perspective on the fixed-income business, fee income, secondary trading and business synergies, types of debt placement and distribution, hybrid securities—equity warrants and convertibles, perspective of the issuer, investor and investment bank, role of the credit rating agencies, high-yield debt, LBO financing model, leveraged recapitalization

Unit IV: The Business of Mergers and Acquisitions

8 lecture hours

Theory and practice of M&A, types of deals - private-equity driven deals & strategic investment driven deals, role of the investment banker, valuation, pricing, and fee structure of M&A deals, financing M&A deals—cash, stock, bank financing, the debt capital markets, M&A as a real option strategy, creating value through corporate restructurings, Spin offs—preparing for a divestiture.

Unit V: The Wealth Management Business

4 lecture hours

Wealth management business, asset management business, product set of wealth management, role of the financial advisor—client expectations and the trust building process.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF6030	Management of Insurance Business	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Financial Services				
co-requisites					

Course Objectives

1. To make the students understand the fundamentals of insurance and risk management
2. To enhance their knowledge and decision-making skills required for this specialty sector.

Course Outcomes

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

1. Reflect the basic knowledge of the principles of risk and insurance and the methods of risk management.
2. Use basic principles of insurance buying, and develop a insurance and financial estate planning program.
3. Understand the multinational and international insurance environment.

Course Description

The course covers the risks that are faced by an individual or firm and the various methods for their treatment It aims at familiarizing the students with the concept of insurance, risk and their management, various insurance policies and their structure as well as the legal dimensions involved.

Text Books

1. Dorfman Marks S., "Introduction to Risk Management and Insurance", 5th Edition, Prentice Hall Inc, Englewood Cliffs N.J.

Reference Books

1. W. A. Dinsdale, "Elements of Insurance", Pitaman
2. Nicholas Legh – Jones, John Birds and David Owen, "MacGillivray on Insurance Law", Sweet & Maxwell, London.
3. Denis Riley, "Consequential Loss Insurance and Claims", London: Sweet & Maxwell.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Conceptual Framework:
hours

6 lecture

Risk, Peril and hazard, classification and burden of risk, Insurance as a device to hedge risk, elements of insurable risk, development life, functions of insurer, government as insurer and a regulator, structure of Indian insurance industry.

Unit II: Principles and Practices of General Insurance: 10 lecture hours

Meaning, Functions and Scope of Fire, Engineering, Accident, Marine and Aviation Insurance, Fire Insurance – Types of Policies – Floating Policies and Declaration Policies, Miscellaneous (Accident) Insurance: Fidelity Guarantees and Bonds – Burglary Insurance – Money-in-transit Insurance, Banker’s Indemnity Insurance and other important insurance covers, Aviation insurance- special features, types of cover, marine insurance including inland rail/road transit insurance.

Unit III: Life and Health Insurance: 8 lecture hours

Life Insurance and annuities broad classification of life insurances, special purpose policies; family income, family maintenance, family policy, joint life Policies, classes of life insurance, Health Insurance: medical insurance, types of health insurance coverage, types of losses covered, health insurance contract, buying a health insurance policy.

Unit IV: Legal Framework of Insurance: 8 lecture hours

Insurance and Law of Contracts, characteristics of an Insurance Contract, Interpretation of the Contract, Doctrine of informal Warranties and beneficent interpretation, Exclusion of Coverage.

Unit V: Organization and Administration of Insurance: 8 lecture hours

Management Organization: Departmentalization, marketing, Claims, and loss control, underwriting and pricing of insurance, retention and re-insurance; Financial Structure, reserves of property and liabilities of insurer, earned surplus and profitability, Insurer’s Investments, Financial reporting.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6031	Actuarial Science	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Basic Mathematics and Statistical Analysis				
co-requisites					

Course Objectives

1. To equip the student with the principles and techniques of actuarial practice.

Course Outcomes

On completion of this course, the students will be able to

1. Demonstrate understanding of fundamental elements of actuarial science.
2. Demonstrate an understanding of the basic concepts of financial mathematics and their application in calculating present and accumulated values for different streams of cash flows as a basis for future use in: valuation, pricing, asset/liability management, investment income, and valuing contingent cash flows.
3. Understand the theoretical basis of certain actuarial models and life contingent models and use of these models in insurance and other areas involving financial risk.

Course Description

This course is aimed at giving the opportunity for our students to have a good grounding in the fundamental mathematical and business related aspects of actuarial science.

Text Books

1. Harry Freeman, "Mathematics for Actuarial Students", Cambridge at the University Press. 1949.
2. Donald D.W.A. "Compound Interest and Annuities – Certain", 2nd Ed., Cambridge [Eng.]Published for the Institute of Actuaries and the Faculty of Actuaries at the University Press, 1970.

Reference Books

1. Underwood R.E., "The Elements of Actuarial Science", Pitman.
2. John Freund's , " Mathematical Statistics with Applications", Prentice Hall
3. Singh J.K., Business Mathematics, Himalayan Publication Pvt. Ltd.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Actuarial Science**6 lecture hours**

Basic Mathematics: Basic functions, Annuities-certain.

Unit II: Loans and Capital Redemption**10****lecture hours**

Loans repayable by installments, Simple methods of determining the rate of interest in a transaction, Capital redemption assurance, Valuation of simple loans and debentures.

Unit III: Life Contingencies**10 lecture hours**

Life Contingencies: Mortality tables, Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables.

Unit IV: Annuities, Assurance and Payments**6 lecture hours**

Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.

Unit V: Joint Life and Contingent Annuities**8 lecture hours**

Joint-life Annuities and Assurances: Value of and premiums for joint-life and contingent annuities and assurances.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6032	Financial Econometrics and Modeling	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	0	2	4
Pre-requisites//Exposure	Basic Mathematics, Statistics and Financial Management				
co-requisites					

1. To make students learn application of techniques in financial econometrics and modeling.
2. To make students learn with E-Views to tackle real-world problems through case studies.

Course Outcomes

On completion of this course, the students will be able to

1. Use event-study methodology in applied research.
2. Test the standard asset pricing models.
 1. Investigate market interdependence (in the mean and variance equations).
 2. Estimate non-linear models.
 3. Forecast financial data using high-level econometric techniques and measure their effectiveness

Course Description

This course is designed to cover essential tools for working with financial data, including the return forecasting, volatility and econometrics of asset pricing, such as testing the market models. The course focuses on the empirical techniques which are mostly used in the analysis of financial markets and how they are applied to actual data. The course starts with the overview of financial data. It covers the event-study methodology, and continues with testing market models (Fama-McBeth regressions, etc) and stochastic discount factor models. It then proceeds to analyzing return predictability, volatility effects of the market data (asymmetric GARCH), and market interdependence. A special attention is paid to nonlinear models, from basic threshold formulations to more advanced techniques like Markov switching model and Kalman filter. All the models are accompanied with real-data examples in standard computer packages.

Text Books

1. John Campbell, Andrew Lo, Archie MacKinlay, The Econometrics of Financial Markets, Princeton University Press.

Reference Books

1. Chris Brooks, Introductory econometrics for finance, Cambridge University Press.
2. John H. Cochrane, Asset Pricing, Princeton University Press.
3. Walter Enders, Applied econometric time series, Wiley.
4. Hamilton, J. , Time Series Analysis, Princeton University Press, Princeton.
5. Ruey S. Tsay , Analysis of Financial Time Series.
6. Gray, S. F., 1996, Modeling the conditional distribution of interest rates as a regime switching process. Journal of Financial Economics 42, 27-62.
7. McCullogh, R. E., and Tsay, R.S. 1994, Statistical analysis of economic time series via Markov switching models. Journal of Time Series Analysis 15, 523-539.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Financial Econometrics and Modelling 8 lecture hours

Financial data-Stylized facts of the financial markets data, major characteristics and puzzles, sources and types of data, links to discussed time series models, Event-study methodology - Abnormal returns, tests on abnormal returns, cross-sectional approach..

Unit II: Testing return predictability 8 lecture hours

Technical trading rules, measures of return predictability, review of test of forecasting power and bootstrap. Kalman filter (time permitting)-State-space formulation, standard econometric model in state-space formulation, estimation, application to market models.

Unit III: GARCH 8 lecture hours

GARCH, IGARCH in risk management, GARCH-M, Asymmetric GARCH effects-Tests on GARCH asymmetry, EGARCH, TGARCH.

Unit IV : Testing market interdependence 8 lecture hours

Review of VAR/VECM models, Granger causality, multivariate GARCH, Testing asset pricing models: Fama-MacBeth regressions-Fama-MacBeth procedure, basic Fama-McBeth regressions, Shanken correction, GRS test, GMM approach. Testing asset pricing models: GMM

- Review of stochastic discount models, factor-based models, GMM estimator.

Unit V: Introduction to non-linear econometric models 8 lecture hours

Bilinear models, piecewise linear models, TAR, STAR, SETAR and their application. Markov switching model (time permitting)-Formulation of Markov switching model, properties, estimation, filtered and smoothed probabilities.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6033	International Accounting	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Basic Accounting				
co-requisites					

Course Objectives

1. To make students learn about international accounting and how it differs from domestic accounting
2. To make students understand the analysis of international financial statements.
3. To introduce the students to modern international financial reporting using XBRL.

Course Outcomes

On the successful completion of the course, the student would be able to:

1. To understand concepts and issues in international accounting.
2. To analyze international financial statements.
3. To know modern financial reporting with XBRL.

Course Description

This course provides students an international perspective on the theory and practice of accounting. There will be a particular focus on the move towards global harmonization of accounting standards and the impact of leading standard-setting authorities. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) serve as a foundation for this course. Also discussed are the effects of financial reporting, international taxation, and international financial statement analysis on a multinational reporting entity. Employing and critiquing the use of global accounting and auditing standards will integrate the student's existing skills with domestic accounting standards.

Text Books

1. Rathore, S., "International Accounting", Prentice Hall Publication, India (latest edition).

Reference Books

1. Evans. Thomas G., "International Accounting and Reporting", Mc Millan Publishing.
2. Holt, International Accounting, Thomson, New Delhi.
3. Gray, S.J., "International Accounting and Transnational Decisions", London
4. Prodhon, B., "Multinational Accounting", Croom-Helm, London.
5. Radebaugh, "International Accounting and Multinational Enterprise", John Wiley, Singapore.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Unit I: International Dimensions of Accounting **6 lecture hours**

Introduction, importance, definition, scope of international accounting, Status of international accounting in India; Internationalization of accounting profession, international audit environment

Unit II: International Financial Reporting **10 lecture hours**

Introduction to International Financial Reporting and Consolidation; Main causes of diversity in international financial reporting, International Accounting Harmonization and Standardization, Role of IASB, IFAC, and U.N., International Financial Reporting Standards, IFRS adoption around the world.

Unit III: Managerial Issues in International Accounting **5 lecture hours**

Strategic planning, Management Control Systems, Performance Evaluation of foreign operations; Regulatory Disclosure Requirements including Social Responsibility disclosures, Ethical dimensions in international accounting.

Unit IV: Analysis of Foreign Financial Statements **7 lecture hours**

Techniques of Financial Statement analysis; Complexities in analyzing global financial statement, Ratio analysis in foreign currency statements.

Unit V: Modern International Financial Reporting: XBRL **12 lecture hours**

Framework of eXtensible Business Reporting Language (XBRL). IFRS Taxonomy. Role of XBRL International in adoption of XBRL in different countries around the world. XBRL adoption in India.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

Course Content

MBAF6034	International Banking	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Basic Accounting				
co-requisites					

Course Description: The course is to help students learn international banks' risk measurement and management. It will cover recent trends in international banking and the international environment in which banks operate; sources of risk; regulatory and economic capital; models to measure risk; basic tools for bank risk management; causes and lessons of recent financial crises; and issues on financial regulation.

Course Outcomes:

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

1. Develop an understanding of the context, risk management and regulation of international banking.
2. Develop perspectives related to the future of international banking and lessons from recent financial crisis.
3. Evaluate risk measurement and management in international banking.
4. Demonstrate an understanding of the regulations related to international banks.

Analyse the risk perspectives related to forward-looking banking markets.

Units	Number of Lectures
Unit I: International Banks and their Operation The international financial services industry: Financial intermediaries and their types, Valuation and risk -Types of risks, the structure of the financial services industry, International Banking: Nature and Scope; The Macroeconomic Environment: Global Imbalances, Globalization, Consolidation of FI firms and exchanges, The Originate and Distribute Model, Use of sophisticated models to price risk, New Relevant Actors in International Banking.	8
Unit II: Recent International Crisis and Lessons Banking Crises from an International Perspective; Recent International Crises: Latin-American debt crisis of 1982, Mexican default of 1982. Brady bonds, Stock market crash of 1987, Mexican devaluation of 1994, Asian crisis of 1997, Russian default 1998; LTCM 1998, Brazil 1999; Argentina 2001, 9/11; Credit squeeze in international markets following the subprime U.S. market collapse (August 2007-2009), the European sovereign debt crisis (2011-2012).	6
Unit III: Bank Risk Measurement and Management The Building Blocks I: Riskless fixed income securities, Derivatives: Forward contracts, Futures contracts, The Building Blocks II: Swaps, Credit Derivatives; Interest Rate Risk: Forms of Risk, Interest Rate Risk, Measuring Interest Rate Risk: The risk of a bank portfolio, Problems with	10

Duration, Credit Risk I: Rationing and credit quality problems, Types of loans, Pricing a loan, Credit scoring models, Pricing models: Qualitative models, Quantitative models: Credit Risk II and Liquidity Risk, Loan concentration models, Portfolio theory, Credit Metrics, Other models: KMV Credit Monitor, CSFB Credit Risk Plus, McKinsey Credit Portfolio View, Liquidity risk, Securitization and Other Credit Risk Credit Transfer Techniques, The evolution of securitization techniques over time, Types of securities: MBS, CMO, IO, PO, CDO, ABCP, Securitization and prepayment risk, Securitization and credit risk, The ABCP market	
<p>Unit IV: The Regulation of International Banks</p> <p>The 1988 Capital Accord and Basel II: Introduction, the Bank for International Settlements (BIS) and the regulation and supervision of international banks, Basel I: The 1988 Capital Accord: Capital requirements for credit risk, Basel II. Introduction of a risk-based approach to capital requirements for credit risk, Risk-based capital -Basel 2.5, Basel III- Definition and amount of capital -reducing pro-cyclicality and promoting countercyclical buffers, leverage ratio, enhanced risk coverage/CCR, global liquidity standard, summary. Other topics covered by the Basel Committee on Banking Supervision- who supervises international banks, new core principles for banking supervision, measuring and controlling large exposures, systemically important domestic banks, Other regulatory issues - Too Big to Fail, Shadow Banking, OTC Derivatives Reforms, Improving Accounting, Disclosure and Data Quality, Building Resilient Financial Institutions.</p>	12
<p>Unit V: International Banking Risk-Based Forward-Looking Analysis</p> <p>International Banks and Global Risks: risk of a major systemic financial failure, stress testing, assessing the systemic importance of major financial institutions.</p>	4

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6035	Financial Management of Public Enterprises	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Financial Management				
co-requisites					

Course Objectives

1. To introduce students to operations and control practices in public enterprises.
2. To make students learn about investment decision and financial planning in public sector enterprises

Course Outcomes

On completion of this course, the students will be able to

1. Understand the structure, operations and control of financial systems in public enterprises
2. Designing generic financial planning and appreciate basic investment decision in public sector enterprises.
3. Know basic problems concerning budgeting, accounting and control in public enterprises.

Course Description

The course would help students to understand the role of financial management in public enterprises. Starting from introduction to financial management in public enterprises, the course covers in detail capital structure, operations and control, investment and financial planning as well as issues in management of finance in public enterprises.

Text Books

1. Laxmi Narain, Principles and Practices of Public Enterprise Management, Delhi, Sultan Chand,
2. Glynn J.J., Value of Auditing in Public Sector, Prentice Hall, Englewood Cliffs, N.J.

Reference Books

1. Jain & Yadav, Financial Management Practices: A Study of Public Sector Enterprises in India., Saujanya Books

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Project preparation exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to Public Enterprise Management

8 lecture hours

Genesis, Rationale, objective and role of public sector enterprise, organizational forms and working of Board of Management, Public enterprise policy and reform measures.

Unit II: Public sector enterprise: Operations and control

8 lecture hours

Designing and implementing Memorandum of Understanding (MOU), Project management methodologies, Pricing policy and marketing problems in Public enterprise, institutional mechanism for price fixation process, budgetary techniques and financial control system in Public enterprises.

Unit III: Public sector enterprise: Source of finance and capital structure

8 lecture hours

Finance functions in Public enterprises, Role of financial advisor, Major sources of Finance of Public enterprises, Capital markets for raising fund, Government grants and subsidies, public deposits. Capital structure of public sector enterprises.

Unit IV: Public sector enterprise: Investment decisions and Planning

8 lecture hours

Cost control, Profit planning and executions, capital budgeting decisions and working capital decisions in public enterprises - procedure, criteria and issues, Government guidelines and other regulatory requirements.

Unit V: Public sector enterprise: Issues and problems in operation

8 lecture hours

Identifying and solving financial problems of public sector with reference to funds, budgeting, accounting, and control.

Mode of Evaluation:

MBAF6036	Infratructural Finance	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Financial Management and Operations Research				
co-requisites					
	Theory				
Components	Internal	End Term Examination(ETE)			
Marks	50	50			
Total	100				

Course Objectives

1. To make students learn about project structuring and the complexities of accurately constructing and evaluating its cash flows.
2. To provide students with knowledge of risk assessment and management in infrastructure projects.
3. To impart skills for financing and valuation of infrastructure projects and PPP's in infrastructure projects.

Course Outcomes

On completion of this course, the students will be able to

1. Understand risk assessment and management in infrastructure projects
2. Construct and evaluate cash flows for infrastructure projects

Course Description

An essential component for success of large size infrastructure development project is their financing. Given the complexities and risk involve, such projects demand for specific financing solutions. The fast track growth for development throughout the globe has created a surge in number, size, variety and geographical spread of infrastructural project resulting in high demand professionals for infrastructure finance. The course on Infrastructure Finance will equip the students with the contemporary and emerging knowledge of theories, tools and techniques of financing infrastructure projects. The course enables them to provide financing solutions to specific infrastructure projects.

Text Books

1. Stefano Gatti, Project Finance in Theory and Practice, Academic Press.

Reference Books

1. Andrew Fight, Introduction to Project Finance, Elsevier Publications
2. Freshfields , Project Finance.
3. John D. Finnerty, Project Financing - Asset based financial engineering, John Wiley & Sons.
4. E.R. Yescombe , Principles of Project Finance, Allied Press

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction 10 lecture hours

Introduction to project finance, Uses of project finance, Motivations for using project finance, Unique features of infrastructure projects, Essential elements of project financing, Trends in project financing, Market for project finance.

Unit II: Large Infrastructure Project Financing 8 lecture hours

Project Finance for Power, Road and Airports

Unit III: Sources of Infrastructure Project Financing 8 lecture hours

Overview, Equity, Multi lateral agencies and financial institutions, Debt, Project Leasing, Special purpose vehicle

Unit IV: Management and Valuation of Infrastructure Projects 8 lecture hours

Structuring the project company, Financial analysis, Valuation - Free Cash Flows, Equity Cash Flows, Valuation - Free Cash Flows, Equity Cash Flows, Project Risk identification, assessment and management, Public Private Partnerships.

Unit V: Case Studies 6 lecture hours

Bangalore International Airport and Cochin International Airport; Alandur Sewerage Treatment Plant, Hyderabad Outer Ring Road etc. Delhi Mubai Industrial Corridor, Yamuna Expressway Industrial Authority.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6037	Project Management	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Financial Management and Operations				
co-requisites					

Course Objectives

The aim of the course is to enable the student to learn the theory and practice of project management with a focus on project preparation and appraisal.

Course Outcomes

On completion of this course, the students will be able to

1. Understand the principles of project financing (PF)
2. Be able to evaluate the key components of the risk and the profitability of projects.
3. Know how to draft a financing recommendation for a board.

Course Description

The course would help to understand the role of financial services in project management and would make its student understand how to mobilize finance for domestic and international projects.

Text Books

1. Prasanna Chandra, Project Preparation Appraisal and Implementation, Tata McGraw Hill.

Reference Books

1. Clifford Gray, Project Management, Richard D. Irwin.

Pedagogy

4. Lectures and discussions on concepts and issues
5. Case discussion covering a cross section of decision situations
6. Project preparation exercises
7. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction

8 lecture hours

Objectives of Project Planning, monitoring and control of investment projects, Relevance of social cost benefit analysis, identification of investment opportunities, Pre-feasibility studies.

Unit II: Project Preparation

10 lecture hours

Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements, financial planning, estimation of fund requirements, sources of funds, loan syndication for the projects, tax considerations in project preparation and the legal aspects.

Unit III: Project Appraisal

10 lecture hours

Project appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques, estimation of shadow prices and social discount rate.

Unit IV: Project Review/Control Techniques

8 lecture hours

Project review/control techniques: Risk Management in Projects, Evaluation of project, PERT/CPM.

Unit V: Measuring Project Success

4 lecture hours

Cost and time management issues in project planning and management. Measuring Project Success.

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF6038	Mergers and Acquisitions	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Financial Management				
co-requisites					

Course Objectives

1. To make students know the role of mergers and acquisitions play in the contemporary corporate world, and its use as a strategic tool.
2. To provide the student a framework for analyzing transactions including understanding strategic rationale, valuation methodologies, deal structures, bidding strategies, and the need for a value proposition.
3. To make students learn that how M&A can be used successfully as well as its pitfalls, dangers and risks.

Course Outcomes

On completion of this course, the students will be able to

1. Understand the strategic and financial considerations in mergers and acquisitions.
2. Explore valuation models employed by buyers and sellers of companies.
3. Examine the various aspects of successful deal structuring

Course Description

This course covers the broad field of mergers, acquisitions, and divestitures. The students gain a well-rounded understanding of the major strategic, economic, financial, and governance issues of mergers and acquisitions. The course makes students apply learned content to real mergers and acquisitions and have the opportunity to present to the class their findings and conclusions.

.Text Books

1. Weston and Weaver, Mergers and Acquisitions, Tata McGraw Hill.
2. Damodaran, Ashwadh, Valuation

Reference Books

1. Weston, Chung, Hong , Merger, Restructuring and Corporate Control , Prentice Hall India
1. ICFAI, Merger & Acquisitions, Vol 1 to Vol 4
2. Dubey M, Corporate Restructuring & Merging Acquisition, Mahaveer Publications.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction

10 lecture hours

Introduction to Mergers and Acquisitions: Legal Aspects of Mergers and Acquisitions, Amalgamation and, Acquisition/Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court

Unit II: Valuation of a Business

10 lecture hours

Methods of Valuation – Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Motives for Merger; Financial Evaluation, Types of Mergers

Unit III: EPS and Market Price

8 lecture hours

Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Financing of Merger.

Unit IV: Defence Mechanism

6 lecture

hours

Defence against hostile takeover, Poison Pill, Bear Hug, Greenmail, Pacman, Post-Merger H.R. and Cultural Issues, criteria for negotiating for friendly takeover.

Unit V: Procedure and Processes of Merger and Acquisitions

6 lectures

hours

Step-by-step approach in M&A, Selection of methods for merger or takeover, Identification of target company, Attribute for acquiring a target company Negotiating the acquisition agreement, Negotiating the terms of a merger Finalizing the deal, Analysis of M&A Transactions, lessons in an M&A deal, Implementation of M&A deal, Managing post-merger issues and legalities involved, Ethical issues in merger and takeover, Accounting for merger.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6039	Personal Finance and Taxation	L	T	P	C
Version 1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Financial Management				
co-requisites					

Course Objectives

1. To introduce the students with financial management concept for individuals with special emphasis placed on the development of a plan or strategy.
2. To study the investment and financial issues arising from the management of personal wealth.
3. To understand & perform simple financial need analysis and explain the features of various forms of investment available to individuals.
4. To understand the role of taxation on personal finance and planning.

Course Outcomes

On completion of this course, the students will be able to

1. Categorize the core services provided under wealth management.
2. Analyze issues that have impact upon the wealth management services and assess their relevance.
3. Describe basic concepts of financial planning and factors which should be taken into consideration while advising a client.
4. Assess various financial products available to savers and investors.
5. Analyze the way people view their personal finances from taxation point of view.

Course Description

This course is designed to provide a deeper understanding of Personal Financial Management. It focuses on basics of personal financial management, personal savings and investment plans, computation of return and risk factor of personal savings and investments, retirement savings plans.

Text Books

1. Kapoor, Jack R., Dlabay, Les R. and Hughes, Robert J., Personal Finance, Tata McGraw-Hill.

Reference Books

1. Gitman, Lawrence J., Joehnk, Michael D., and Billingsley, Randy, Personal Financial Planning, Cengage publication.
2. Chandra, P., Investment Analysis & Portfolio Management, TMH.
3. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata McGraw-Hill Publishing Company Ltd. New Delhi.

4. Financial Education by Reserve Bank of India – rbi.org.

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Planning Personal Finance and Time Value of Money **8 lecture hours**

Concept and process of financial planning, Developing personal financial goals, Influence on personal financial planning, Achieving financial goal, Opportunity cost and time value of money, Planning for successful money management strategy.

Unit II: Tax Planning & Liability Planning **10 lecture hours**

Taxes and financial planning, Income tax fundamentals, meaning of consumer credit, Cost involved in obtaining credit, Information creditors look for while providing credit, Consumer loan, Home loan, Auto loan and Credit cards etc. How do they help in maximization of personal wealth?

Unit III: Insurance Planning **6 lecture hours**

Types of Insurance, Importance of property and liability insurance, automobile insurance, Cost of health Insurance, disability insurance, various types of health care coverage, Purpose and principle of life insurance, Creating a plan to buy life insurance, Importance of nomination in insurance.

Unit IV: Investment Planning & Retirement Planning **10 lecture hours**

Preparing an investment plan, Factors affecting choice of investments, Importance of asset allocation in selecting investment alternatives, Overview and need for retirement planning, Retirement living expenses, planning for retirement income.

Unit V: Estate Planning **6 lecture hours**

Need for estate plan, Objective of estate planning process. Writing a will, Common features and requirement of valid will, Changing and revoking of will.

Mode of Evaluation:

Components	Theory	
	Internal	End Term Examination (ETE)
Marks	50	50
Total	100	

MBAF6040	Entrepreneurship and New Ventures	L	T	P	C
Version1.1	Date of Approval: June 15, 2015	3	1	0	4
Pre-requisites//Exposure	Portfolio Management and Taxation				
co-requisites					

Course Objectives

1. Creating awareness about Entrepreneurship.
2. Stimulating the potential to develop entrepreneurial orientation through Innovation and creativity.
3. Understanding relationship between business, market and society.
4. Understanding the role of management in creating and maintaining business.

Course Outcomes

On completion of this course, the students will be able to

1. Understand the dynamics of Entrepreneurship.
2. Demonstrate their understanding about concepts like Entrepreneur, E-Commerce, M- Commerce.
3. Possess knowledge of Legal challenges like Intellectual property, Patent, Trade mark, Licensing etc.
4. Familiarization with Legal procedure of setting up, proceeding and dissolution of Business unit.
5. Awareness of Women Entrepreneur development.

Course Description

Entrepreneurship and family business development is a comprehensive course. The Course Aims at Instituting Entrepreneurship Skills in the Students by giving an overview of who the entrepreneurs are and what competences are needed to become an Entrepreneur or Entrepreneur. The Objective of achieving sustained industrial development, regional growth, and employment generation has always depended on entrepreneurial development and small scale industry. This course intends to elaborate on the Human Relations aspects of entrepreneurship and family business development. It also highlights the basic legal requirements for establishment of new Units, licensing, clearance and other legal compliances. Important aspects of today's modern environment like Women entrepreneurship development have also been included.

Text Books

1. Hisrich, Manimala Peters Shepherd, Entrepreneurship. Mc Graw Hill Education, Eight Edition

Reference Books

1. Charantimath M. Poornima. Entrepreneurship Development Small business Enterprises' Pearson Education. 2009
2. Gupta.C.B, Business Entrepreneurship and management. Scholar tech press, (Latest Edition).
3. Khanka.S.S, Entrepreneurial Development, S.Chand
4. W.Zimmerer Thomas, Scarborough M. Norman. Essentials of Entrepreneurship and Small Business Management , PHI Learning pvt ltd.
5. Trehan, Alpana, Entrepreneurship . Biztantra.
6. Kuratko F. Donald, Hodgets M. Richard, Entrepreneurship in the new millennium. Cengage Learning.
7. Manimala J. Mathew, Entrepreneurship theory at the crossroads: Paradigms and Praxis. Biztantra.
8. Sahay.A, Chhikara.S.M , New Vistas of Entrepreneurship: Challenges and opportunities. Excel Books
9. Bhattacharyya B, Theory and Practice of case method, Excel books

Pedagogy

1. Lectures and discussions on concepts and issues
2. Case discussion covering a cross section of decision situations
3. Interactive exercises
4. Assignments/quizzes/reviewing research papers

Course Content

Unit I: Introduction to entrepreneurship

8 lecture hours

Entrepreneurship-Meaning and concept; Entrepreneur-Nature and Characteristics of successful entrepreneur; Entrepreneur Process; Ethics and Social Responsibility of Entrepreneur; Entrepreneur and Manager; E-Commerce and M-Commerce, Advantages and disadvantages of E-Commerce and M-Commerce. International trends in Entrepreneurship.

Unit II: Setting up small business

8 lecture hours

Legal requirement for Establishment of new Units: Selection of project-product/service, location, feasibility, business plan, project profile, Constitution-sole proprietor, partnership, company, co-operative, franchising, obtaining SSI registration-PRC and PMT, obtaining clearances, arrange for land/shed, plant and machinery, infrastructure, project report, obtaining finance, implementation; Small industrial development bank of India (SIDBI); Legal challenges: Intellectual property, Patent, Copyrights, Trade mark, Trade secrets

Unit III: Business plan development

8 lecture hours

Business Plan- What is the Business Plan; Who Should Write the Plan; Scope and Value; Information Needs- Marketing, Operational, Financial; Recent Venture Capital Initiatives

taken by government and private sector, Steps in writing the business plan; Using and implementing the business plan; Why some business plan fails; Marketing Plan- Meaning, Characteristics, marketing research process, marketing mix; Organizational Plan- Meaning, Legal forms of Business; Financial Plan – Meaning, Break even analysis, Practical questions on BEP point and desired Sales Volume.

Unit IV: Family business: meaning transfer or liquidation

8 lecture

hours

Family business – Meaning, Advantages of family business, disadvantages of family business, succession planning process, Transfer of business- Transfer to family Members, Transfer to non-family members ; Selling of Business- Direct Sale, Employee Stock Option Plan, Management Buyout .

Unit V: Women entrepreneur

8 lecture

hours

Women entrepreneurship; meaning and concept; Challenges in the path of Women entrepreneur; Strategies for women entrepreneur development; Institutes supporting women entrepreneur in India: Consortium of women entrepreneurs of India (CWEI), Federation of Indian women entrepreneurs (FIWE), Federation of ladies organization (FLO), Women India trust (WIT), National bank for agriculture and rural development (NABARD), Self-employment women association (SEWA), Association of women entrepreneurs of Karnataka (AWAKE).

Mode of Evaluation:

	Theory	
Components	Internal	End Term Examination(ETE)
Marks	50	50
Total	100	

MBAF6041	Financial Technology (Fintech)	L	T	P	C
Version1.1	Date of Approval: Jun 15, 2019	3	1	0	4
Pre-requisites//Exposure	Financial Management and Business Environment				
co-requisites					

Course Description: FINTECH or financial technology encompasses a range of rapidly emerging technologies in the Financial services sector .This course on the same equips management graduates to understand the dynamics related to the integration of Finance with Technology, the course has been prepared to encourage them to examine the role of technology and its applications in Business with an objective to equip them with the necessary skill sets to comprehend and optimize decisions both in corporate finance as well as financial services

Course Outcomes:

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

1. Explain and understand the integration of technology with finance
2. Comprehend the impact of technology in the delivery of financial services
3. Identify the players involved in Fintech business.
4. Describe the technologies underlying cryptocurrencies and blockchains
5. Recognize the opportunities brought in by Fintech in the area of finance.

Course Contents:

Units	Number of Lectures
<p>Unit I: Introduction</p> <p>Introduction, Fintech Basics, Meaning of FinTech, Why the Hype? Market Size and Potential FinTech Hubs The History of Fintech.</p> <p>FinTech essentials: Players, processes, modes and various charges P2P, B2C, B2B Payment requirement, challenges and solutions Consumer and Retail Payments: Mobile based, Person to Person, Credit Cards, POS based ecosystem: Traditional vs New Wholesale and Retail Payments</p> <p>Understanding Payments: Payment Modes (UPI, CC, DC, e-wallets, NACH, AEPS, Net Banking, IMPS, BBPS) , Payments & Settlements Act 2007, PCI-DSS Compliance eKYC & Aadhar</p> <p>Understanding the Players: (Bank Bazaar, Paisa Bazaar), Cryptocurrency Trading (Zebpay) SaaS based Personal Finance Product / SME& P2P lending- Faircent/ Recurring Payment apps (Paytm,PhonePe,Tez).</p>	10

<p>Unit II: The ABC of Fintech Technologies</p> <p>API Biometric, Blockchain, Big Data Cloud, Brief on Front End – Java & Scala, LAMP, Ruby on Rails etc.</p> <p>Brief on Back End – AMQP, Map Reduce, Hadoop, Erlang, Memcache, MongoDB, MySQL, HBase Raven etc. Deep Dive: Fintech Technologies, Cryptography (Digital Signatures, message authentication codes, ciphers, Checksum APIs). Advanced Authentication and Access Control, Public Key Infrastructure and Sandbox, Cryptocurrency- Hype or Real</p>	8
<p>Unit III: The Rise of Disruptive Technologies</p> <p>Technology: Machine Learning, Big Data, Artificial Intelligence, Blockchain, Wearables, Robotic Process Automation and Other Emerging Technologies (Biometrics-Aadhar based authenticated, Payments Banks) and Startups in Indian Fintech Space.</p>	8
<p>Unit IV: Digital Transformation</p> <p>Understanding change management for FINTECH, creating organizational structures for managing FINTECH innovation, resolving critical implementation issues</p>	8
<p>Unit V: Guest Lecture, THE FUTURE OF FINTECH AND THE TEN TIMES BETTER RULE and CAPSTONE PROJECT</p> <p>Guest Lecture: Opportunities in Disruption – The Fintech Way, Using Emerging Technologies The Future of Financial Services Innovation through Big Data The API Economy and CAPSTONE PROJECT:</p>	6

Reference Books and Supplementary Resources:

A: Readings (e-books on google)

- Why Banking Is No Longer Somewhere You Go But Something You Do' – Brett King
- The End of Banking: Money, Credit, And the Digital Revolution by Jonathan McMillan
- Augmented: Life in the Smart Lane – Brett King
- Digital Bank: Strategies to Launch or Become a Digital Bank – Chris Skinner

B: Website

- **Fintech Finance** <http://www.fintech.finance/>
- Mobile Payments Today <http://www.mobilepaymentstoday.com/>
- BankTech <http://www.banktech.com>
- Payments Source <http://www.paymentsource.com>

MBAF6042	BUSINESS ANALYTICS	L	T	P	C
Version 1.1	Date of Approval: Aug 28 th , 2019	3	1	0	4
Pre-requisites//Exposure	Financial Management and Business Environment				
co-requisites					

- Card Not Present <http://cardnotpresent.com/>

Course Description: This Course involves extensive use of data and creation of models to examine the performance of a business and designing strategies for future. It aims to provide basic understanding of Analytics and would provide insight for techniques of data handling and presentation of reports so as to draw meaningful information from the available data in respect of products, services, customers, etc. In the current business situation which is complex, turbulent and unpredictable, this course on analytics would assist in examining the worthiness of various alternatives available to a decision maker and help in optimising the same.

Course Outcomes:

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

1. Explain the concept and application of Analytics
2. Apply knowledge of statistical data analysis techniques in business decision making with data analysis and data mining
3. Organize, collect and examine data for decision modeling and also utilizing monte Carlo simulation
4. Solve various business problems with help of predictive analysis.
5. Evaluate various business strategies and use analytics to solve case studies.

Course Contents:

Units	Number of Lectures
Unit I: Business Analytics: An Overview Business Analytics – Meaning, Concept and applications. Scope of Business Analytics (Descriptive, Predictive and Prescriptive); Tools for Business Analytics	5
Unit II: Data Analysis and Data Mining Data Reliability and Validity; Data Validation; Data Classification and Measurement Scales (Ordinal, Interval and Ratio) Statistical data mining data mining with target variables, cluster analysis and principal component analysis.	5
Unit III: Introduction to Decision Modeling Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Decision Making under Uncertainty, Introduction to Risk, Types of problems: inventory management, capital investment analysis, market share estimation, sensitivity analysis, Monto Carlo Simulation Model.	10
Unit IV: Predictive Analytics	10

Modeling Relationships and Trends in Data; Common Mathematical Functions and Predictive Analytics, Simple Linear Regression, Multiple Regression, Modeling Price-Demand Function with Historical Data.	
Unit V: Analytical Strategies Relationship between strategy and Business Analytics, Business Analytics supporting strategy at functional level. Case studies	10

Text books:

1. Business Analytics by James R Evans, Pearson Education “R In Action” by Robert I. Kabacoff , Dreamtech Press; Second edition

Reference books and supplementary resources:

1. “Integrated Business Analytics Principles, Concepts and Applications:What, Why and How with SAS” By Marc J. Schniederjans, Dara G. Schniederjans abd Christopher M. Starkey, Pearson Education
2. “Handbook of statistical analysis and data mining applications” By Gary Miner, Robert Nisbet, John Elder, Academic Press
3. Business Analytics : An Application Focus” by Purba Halady Rao