

**Jankidevi Bajaj Institute of Management Studies**  
**SNDT Women's University, Mumbai**  
**Master of Business Administration - Finance Management**  
**(MBA –Finance Management)**  
**Revised Syllabus (Effective from AY 2018-19)**

Name of the Course : MBA – Finance Management  
Duration : **2 years**  
Number of Semesters : **4**  
Total Number of  
Papers in 4 Semesters : **31**  
Total Credits : **120**  
Structure : **As given below**

**Programme Outcome:**

- The objective of the programme is to provide students with opportunities to pursue a career in Finance Management, acquiring knowledge, skills and attitudes that give a strong foundation for holding competent and responsible executive positions.
- The curriculum has been designed to enable the student to develop a thorough knowledge of the basic concepts and techniques of modern management in the areas of Finance and Investment.
- It aims to enable the student to develop decision-making and managerial skills required for the industry and be ready to contribute and manage finance in the corporate world, assess alternate sources of financing and services provided by various types of financial markets and services and make efficient investment decisions for enhancing the value of the firm.
- The programme is designed to enable the learner to gain critical thinking ability and analytical skills in order to enhance their decision making skills in corporate finance, international finance, trading strategies, corporate and personal investments.
- The programme also aims to instill in students the essence of ethical behavior in the areas of financial and investment analysis and decision making.

**SCHEME: Semester I**

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	1001	Managerial Economics	2	4	2	2	50	50	--	100
2.	1002	Business Communication	1	2	1	--	--	50	--	50

3.	1003	Financial Reporting, Statements and Analysis	2	4	2	2	50	50	--	100
4.	1004	Marketing Management	2	4	2	2	50	50	--	100
5.	1005	Computer Applications for Business	2	4	2	2	50	50	--	100
6.	1006	Managerial Skills for Effectiveness	2	4	2	2	50	50	--	100
7.	1007	Organizational Behavior	2	4	2	2	50	50	--	100
8.	1008	Business Statistics and Analytics for Decision Making	2	4	2	2	50	50	--	100
			<b>15</b>	<b>30</b>	<b>15</b>	<b>14</b>	<b>350</b>	<b>400</b>		<b>750</b>

### SCHEME: Semester II

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	2001	Indian Economy and Policy	2	4	2	2	50	50	--	100
2.	2002	Legal and Business Environment	2	2	--	2	50	--	--	50
3.	2003	Corporate Finance	2	4	2	2	50	50	--	100
4.	2004	Business Research Methodology	2	4	2	2	50	50	--	100
5.	2005	Operations Management	2	4	2	2	50	50	--	100
6.	2006	Project Management	2	4	2	2	50	50	--	100
7.	2007	Human Resource Management	2	4	2	2	50	50	--	100
8.	2008	Quantitative Techniques	2	4	2	2	50	50	--	100
			<b>16</b>	<b>30</b>	<b>14</b>	<b>16</b>	<b>400</b>	<b>350</b>		<b>750</b>

### SCHEME: Semester III

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	<b>3001</b>	Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability	2	4	2	2	50	50	--	100
2.	<b>3002</b>	Entrepreneurship and Sectoral Specialization	2	4	2	2		50+50	--	100
3.	<b>3003</b>	Summer Internship		6		-		100	--	100
4	<b>3004</b>	Cost and Management Accounting	2	4	2	2	50	50	--	100
5	<b>3005</b>	Financial Markets and Services	2	4	2	2	50	50	--	100
6	<b>3006</b>	Managing Banks and Financial Institutions	2	4	2	2	50	50	--	100
7	<b>3007</b>	Project Appraisal and Finance	2	4	2	2	50	50	--	100
8	<b>3008</b>	Investment Analysis and Portfolio Management	2	4	2	2	50	50	--	100
			<b>14</b>	<b>34</b>	<b>14</b>	<b>14</b>	<b>300</b>	<b>500</b>		<b>800</b>

### Sectoral Specialization (Code - 3002)

#### Semester – III

**\* A student can choose any one of the following:**

	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	Agency and Broking		2				50	--	50
2.	Any other sector of Interest to the students with specific approval of the Institute		2				50	--	50
3.	BPO and KPO		2				50	--	50
4.	Digital Marketing		2				50	--	50
5.	Education Management		2				50	--	50
6.	Food Processing		2				50	--	50
7.	Health and Wellness Management		2				50	--	50
8.	Horticulture		2				50	--	50

9.	Hospitality Management		2				50	--	50
10.	Insurance		2				50	--	50
11.	Investment Banking		2				50	--	50
12.	Logistics and Supply Chain Management		2				50	--	50
13.	Management of Family Business		2				50	--	50
14.	Mutual Funds		2				50	--	50
15.	Pharma Management		2				50	--	50
16.	Retail and Shopping Mall Management		2				50	--	50
17.	Technology Management		2				50	--	50

## SCHEME: Semester IV

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	4001	Corporate Strategy	2	4	2	2	50	50	--	100
2.	4002	Mergers, Acquisitions ,Corporate Restructuring and Valuation	2	4	2	2	50	50	--	100
3.	4003	Financial Derivatives	2	4	2	2	50	50	--	100
4.	4004	International Finance	2	4	2	2	50	50	--	100
5.	4005	Taxation	2	4	2	2	50	50	--	100
6.	4006	Behavioral Finance	1	2	1	2	25	25	--	50
7.	4007	Research Project (Year Long Project)		4			50	50	--	100
			<b>11</b>	<b>26</b>	<b>11</b>	<b>12</b>	<b>325</b>	<b>325</b>		<b>650</b>

# Research Project can be of Interdisciplinary nature also.

## Semester: I

**Paper No: 1**

**Course code: 1001**

**Paper: Managerial Economics**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making; understand how microeconomics affect the business strategy of companies and develop economic way of thinking in dealing with practical business problems and challenges.

### Learning Outcome:

This course will enable the student to

- understand the concepts and principles of microeconomics, impacting the household, firms and the markets
- analyse cost, revenue and profit implications across various types of markets
- evaluate the demand, determinants of demand and demand forecasting techniques

**Course Contents:**

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction: Nature and Scope of Managerial Economics; Micro and macro-economics; Positive versus normative economics; Circular-flow diagram; How the economy works as a whole	04	25
	2.	The market forces of supply and demand: Market demand versus individual demand; Demand schedule and demand curve; Determinants of demand/demand function; Law of demand, Exceptions to the Law of Demand; Expansion & contraction; Increase & decrease in demand; Supply and demand – equilibrium	06	
II	3.	Demand Forecasting: Importance of Demand Forecasting; Techniques of Demand Forecasting	05	25
	4.	Elasticity and its application: The elasticity of demand; Types of Elasticity of Demand; Using Elasticity in Managerial Decision Making	05	
III	5.	Production Analysis: Factors of production; Theory of production; Production function; Short run and long run production function; Law of variable proportion; Isoquant and Iso-cost line; Optimal factor combinations; Returns to scale; Economics and Diseconomies of scale	05	25
	6.	Cost Analysis: Short run and Long run cost; Various measures of cost- FC, VC, AC, MC; Cost curves & their shapes	05	
IV	7.	Market Structure and Pricing Practices: Perfect competition, its characteristics; Short run and Long run equilibrium of a perfectly competitive firm Monopoly, its characteristics; Short run and Long run equilibrium under monopoly; Price Discrimination by a monopolist Monopolistic competition, its Characteristics; Individual equilibrium and Group equilibrium Oligopoly, its characteristics; Game theory.	10	25
<b>Total</b>			<b>40</b>	<b>100</b>

**Reference Books:**

Ahuja, H.L., Managerial economics (8<sup>th</sup>ed.). New Delhi: S.Chand, 2011

Damodaran, S, Managerial Economics (2<sup>nd</sup>ed.). New Delhi: Oxford University Press, 2010

Dwiwedi, D.N. Micro Economics: Theory & Applications (2<sup>nd</sup>ed.). New Delhi: Pearson Education. 2011

Greenlaw,S&Taylor,M. Principles of Microeconomics. OpenStax (2018)

Mankiw, G. Economics: Principles & Applications (6<sup>th</sup>ed.). New Delhi: Cengage Learning. 2012

Salvatore, D., &Srivastava, R. Managerial Economics: Principles and Worldwide Applications (7<sup>th</sup>ed.). New Delhi: Oxford University Press. 2012

Thomas,C.R &Maurice,C.S.Managerial Economics (10<sup>th</sup>ed.). New Delhi: McGraw Hill.2014

**Semester: I**

**Paper No: 2**

**Course code: 1002**

**Paper: Business Communication**

**Marks: 50**

**Credits: 2**

**Semester End Examination: Nil**

**Continuous Internal Evaluation: 50 Marks**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to improve their oral and written communication skills, reading and listening skills, and write effective reports and proposals and make effective presentations.

**Learning Outcome:**

This course will enable the student to

- understand the basics of communication
- improve their communication skills
- make effective presentations

**Course Contents:**

Module	No.	Topic	Contact Hours	Weight age (%)
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I	1.	Introduction and Communication Basics - Process of Communication - Communication in Organization - Nature, Function and Scope. Barriers to effective communication Management of written and oral communication	06	25
	2.	Just-A-Minute Presentation - Overcoming Glossophobia	04	
II	3.	Presentation–1 (Planning & Preparing)  Presentation–2 (Visual Aids)  Presentation–3 (Delivery)  Graded Team Presentations-Group 1-Graded  Team Presentations-Group 2-Reading, listening & Questioning	10	25
III	4.	Writing Business Communication-Writing Reports, Proposals, Emails, Summaries  Graded Individual Presentations- Presentation feedback, Bios and Resumes	10	25
IV	5.	Communication technology and its impact on office procedures and automation.	10	25
<b>Total</b>			<b>40</b>	<b>100</b>

### Reference Books:

Sharma, R. C. & Krishna Mohan. Business Correspondence and Report Writing: Third Edition. New Delhi: Tata McGraw-Hill Publishing company Limited, 2007.

Hasson, Gill. Brilliant Communication Skills. Great Britain: Pearson Education, 2012.

Lesikar, Raymond V., & John D. Pettit, Jr. Report Writing for Business: Tenth Edition. Delhi: McGraw-Hill,

**Semester: I**

**Paper No: 3**

**Course code: 1003**

**Paper: Financial Reporting, Statements and Analysis**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to prepare financial statements, analyse them using various tools and use them for managerial decision making in the areas of finance and investment.

**Learning Outcome:**

This course will enable the student to

- understand the accounting mechanics and process involved in preparing the financial statements
- analyse the accounting statements of companies and prepare comparative study of the financial strength of different firms
- distinguish and appreciate the importance of internal and external audit

**Course Contents:**

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Financial Accounting-Scope and Importance, Users of accounting statements, Accounting Principles, Concepts and Conventions	10	25
	2.	Accounting Process: Basic Records; Understanding of Transactions and related documents		
II	3.	Preparation of Financial Statements	10	25
III	4.	Financial Reporting, Reporting Practices - Mandatory Accounting Standards - Overview of External and Internal Audit	10	25
IV	5.	Analysis of Financial Statements with managerial perspective: Ratio Analysis, Cash Flow/Fund Flow Analysis	10	25
		<b>Total</b>	<b>40</b>	<b>100</b>

**Reference Books:**

Bhattacharya S.K., Accounting for Management: Text and Cases, Vikas Publishing, 2009

Earl K. Stice, James D. Stice, Financial Accounting: Reporting and Analysis, Thomson South-Western, 2007

Godwin, Alderman, Sanyal, Financial ACCT, Cengage Learning, 2012

Harsolekar Dinesh, Financial Accounting for Management: Text and Cases, Edu-Tech Publishing Co, 2013

Ramachandran. N and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill, 2005

**Semester: I**

**Paper No: 4**

**Course code: 1004**

**Paper: Marketing Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to identify core concepts of marketing and the role of marketing in business and society; explore appropriate measures to operate effectively in local and global settings and develop marketing strategies based on product, price, place and promotion objectives

**Learning Outcome:**

This course will enable the student to

- understand the marketing concepts and practices in consumer and business markets
- evaluate marketing mix adopted by organizations
- develop analytical skills, and acumen for designing marketing plans.
- design marketing strategies for organizations

**Course Contents:**

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction: Importance and Scope of Marketing; Fundamental marketing concepts; Change in marketing management in recent years; Understanding Marketing as Creating, Communicating, and Delivering Value	10	25
	2.	Identifying And Selecting Markets: Consumer Markets and Buying Behavior; Business Markets and Buying Behavior; Market Segmentation, Targeting and Positioning; Concept of Marketing Mix; Marketing Research and Market Information		
II	3.	Designing Value: Setting Product Strategy; Designing and Managing Services; New-Product Development and Product Life-Cycle Strategies; Pricing Considerations and Strategies.	10	25



III	4.	Delivering Value: Designing and Managing Integrated Marketing Channels; Managing Retailing, Wholesaling, and Logistics.	10	25
	5.	Communicating Value: Designing and Managing Integrated Marketing Communications; Advertising, Sales Promotion, and Public Relations; Personal Selling and Direct Marketing.		
IV	6.	Managing The Marketing Effort: Strategic Marketing Planning; Marketing Implementation and Evaluation; Competitive Dynamics.	10	25
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

Etzel, M., Walker, B, Stanton, W., & Pandit, A..Marketing,(14<sup>th</sup>ed). New Delhi: McGraw Hill Education, 2009

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14<sup>th</sup>ed). New Delhi: Pearson Education. 2013

Lamb; Hair; Sharma & McDaniel. MKTG, 1/e (1<sup>st</sup>ed). New Delhi: Cengage Learning, India 2009

Ramaswami & Namakumari. Marketing Management: Global Perspective Indian Context (4<sup>th</sup>ed). New Delhi: Macmillan (India) Limited. 2013

Saxena, R. Marketing Management (5<sup>th</sup>ed). New Delhi: McGraw Hill Education, 2016

**Semester: I**

**Paper No: 5**

**Course Code: 1005**

**Paper: Computer Applications for Business**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to use office productivity improvement tools effectively and apply information technology solutions to make faster managerial decisions and also update on the emerging technologies

### Learning Outcome:

This course will enable the student to

- understand the concepts of information technology applied in the areas of management
- appreciate the use of Information Technology in an organization
- learn to apply IT solutions for faster business decision-making
- use office productivity improvement tools such as word processing, spreadsheets, business presentations and databases

### Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Evolution of IT and IT building blocks: <ul style="list-style-type: none"> <li>- Historical Perspective of Computer and Information Technology; How a Computer works – Hardware and Software components and their characteristics from a user/buyer’s perspective;</li> <li>- Basics of networking (LAN/ WAN/ MAN) and various means to access internet (Dial-up, leased, DSL, VSAT, wireless) from a buyer’s perspective</li> <li>- Basics of Internet – how internet works; Familiarity with various components of the internet; Browser, Web Server, DNS Server, Search Engines; Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet</li> </ul>	02	25
	2.	MS Word <ul style="list-style-type: none"> <li>- Usage of Word processing</li> <li>- Applications in documentation preparation and making reports, mail merge, preparation of questionnaires, presentations, tables and graphs, drawings.</li> </ul>	08	
II	3	Power point Presentation	02	25
	4.	Advanced spreadsheet functions: <ul style="list-style-type: none"> <li>- Usage of spreadsheet – Basic tables and charts</li> <li>- Formulas (e.g. add, subtract, multiply, divide) – application in creating budget sheets</li> <li>- Functions (e.g. average, sum, date-time, etc) – application in student averages</li> <li>- Conditional logic (e.g. if, countif, sumif) - application</li> <li>- Analysing scenarios, sensitivity analysis</li> <li>- Creating pivot tables</li> <li>- Lookup functions (e.g. VLookup functions in Excel)</li> </ul>	08	
III	5.	Introduction to databases: <ul style="list-style-type: none"> <li>- Concept, characteristics, objectives</li> <li>- Spreadsheetsvs Databases</li> <li>- Advantages &amp; limitations</li> <li>- Entity, attribute, schema, subschema</li> </ul>	02	25

	6.	- Application to analyse survey results of a marketing campaign using a database tool such as MS Access - Project Management, e.g. MS Project for defining tasks, start/ end dates, identifying critical tasks, etc.	08	
IV	7.	E-commerce and its impact on organization	05	25
	8.	Emerging technologies, concepts and the organization of future - Social Media & Its Impact – Sentiment Analysis - Cloud computing – Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service - Mobile computing - Big Data & Analytics – Volume, Variety and Velocity of data - Internet of Things, Machine-2-Machine	05	
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

Basandra, Suresh. K, Computers Today, Galgotia Publications, 2002

Behl Ramesh, Information Technology for Management (2nd Edn.), McGraw Hill, 2012

Kenneth C. Laudon, Carol GuericioTraveler, E-Commerce-business – technology - Society, Pearson Education, 2003

Turban Efraim and Volonino Linda, Information Technology for Management (7th Edn.), Wiley India, 2012.

### Semester: I

#### Paper No: 6

#### Course Code: 1006

#### Paper: Managerial Skills for Effectiveness

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

#### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

#### Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the environmental, social, cultural, economic, legal and organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication, problem solving and decision making with building the ethical and business centric attitude

## Learning Outcome:

This course will enable the student to

- understand the basic principles of a management and evolution of management philosophy, and management thought
- appreciate the management processes such as planning, organizing, motivating and controlling
- acquire the ability to apply general management principles in practical situations
- develop the skills for managing work and organization

## Course Contents:

Module	unit No.	Topic	Contact Hours	Weight age (%)
I	1.	<b>Management:</b> Concepts, evolution of management philosophy, definition, principles of management, functions of management, Managerial roles, Role of management techniques in modern industry and Its evolution in India.	10	25
	2.	<b>Planning:</b> Planning process: goals, objectives, standards and MBO, types of planning -policies, processes, methods, Concepts, types and process of decision making. Risk and uncertainty, Managerial skills- Budgeting, Time management, Goal setting, Problem solving, presentation skills, Communication skills, Managing meetings		
II	3.	<b>Organizing:</b> Organization as a structure, formal and informal organization, line, staff and functional authority–Centralization Vs. decentralization, delegation of authority, chain of command; span of management, authority, responsibility, and accountability, types of organizational structures, bases of departmentation	10	25
	4.	Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource. Managerial skills--Assessing culture, interaction across business functions, collaboration, networkingskills,		
III	5.	<b>Leading:</b> Motivating employees- motivation theories, current issues, Leadership- Theories, issues, styles, Understanding leadership challenges and strategies, techniques of communication and co-ordination. Motivating Indian workforce,	10	25
	6.	Managerial skills--team management, mentoring, Negotiation & Assertiveness skills, creating teams, Delegating, designing motivating jobs, developing trust, providing feedback		
IV	7.	<b>Controlling:</b> Concept of Managerial control, Definition, importance, process, types, contingency factors, contemporary issues, Effective control system, Controlling organizational performance, Operations Management and value chain management	10	25
	8.	Management audit, social audit, coordination of all controls in the organization. Managerial skills-Acquiring power, Active listening, Disciplining		

		<b>Total</b>	<b>40</b>	<b>100</b>
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## Reference Books:

Jackson Helbrigel, Slocum, *Management – A Competency based approach*, Thomson South - Western, 2007

Koontz Harold, *Essentials of Management an International and Leadership Perspective*, Tata McGraw Hill Education, 2012

Koontz Harold and Cyril O'Donnell, *Essentials of Management*, Tata McGraw Hill, 2000

Stephen Robbins, Coulter Mary, *Principles of Management*, Pearson Education, 2008

Stoner, Freeman and Gilbert, *Management*, Prentice Hall India, 1995

Supplementary reading:

The Frontiers of Management by Peter Drucker, Harvard Business Review Press.

Technology, Management and Society by Peter Drucker, Harvard Business Review

The Drucker Lectures: Essential Lessons on Management

Website-<http://www.druckerinstitute.com/link/about-peter-drucker/>

**Semester: I**

**Paper No: 7**

**Course Code: 1007**

**Paper: Organizational Behaviour**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the individual and group behaviour, organization's culture, and systems impacting behaviours of employees in the organizational settings in the current businesses by acquiring the knowledge and relevant skills for the same with human centric values and attitude.

### Learning Outcome:

This course will enable the student to

- understand the main theories of Organizational Behavior
- analyze how these theories can help understand contemporary organizational issues
- apply theories to practical problems in organizations in a critical manner
- evaluate organizational practices and their impact on work behaviors, attitudes and performance

**Course Contents:**

<b>Module</b>	<b>No.</b>	<b>Topic</b>	<b>Contact Hours</b>	<b>Weightage (%)</b>
I	1.	Introduction-Understanding Organizational Behaviour, Concept, Challenges and Opportunities of Organizational Behaviour- Basic Model of Organizational Behavior	10	25
	2.	Individual Behaviour- Biographical characteristics, Ability, Learning, Personality and emotions, Perception, Individual decision making, attitude and values, Job satisfaction –employee performance		
II	3.	Basic motivation concepts and its application- MBO, employee recognition program, employee involvement program, variable pay program, Special issues in motivation	10	25
	4.	Foundations of Group Behaviour: Nature and Types of Groups; Stages of Group Development; Group member resources, Group Structure; Group Tasks and Processes; Communication in groups. Group decision making, Work Teams- Teams Vs. Groups, creating effective teams, issues in managing teams		
III	5.	Conflict, Negotiations and Intergroup Behaviour: Sources of Conflict, Classification of Conflict, Conflict Process; Negotiations – Process & Issues; Intergroup Relations.	10	25
	6.	Leadership –applying theories, Leadership styles and effectiveness. Trust and leadership, Power and Politics: Definition and Bases of Power; Power tactics, Organizational Politics; Ethics and Ethical behavior in Organizations.		
IV	7.	Organization Structure, Common organizational designs and new options, why structures differ. Organizational Culture, creating and sustaining culture, How employees learn culture	10	25

	8.	Organizational Change - Forces for Change; the Change Process; What can be changed, Resistance to change, Managing organizational change, Current change issues, Work stress and stress management		
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

Luthans Fred: Organizational Behaviour, McGraw Hill, 2011

Nelson, Debra L and James C: Organizational Behaviour, Cengage Learning India Pvt. Ltd., 2010

Pareek Udai: Understanding Organizational Behaviour, Oxford University Press, 2010

Robbins Stephen: Organizational Behaviour, Prentice Hall of India, 2010

Singh B. P. and Chhabra T. N: Organization Theory and Behaviour, Dhanpat Rai and Co.(p) Ltd., 2012

#### Journals

Organizational Behavior and Human Decision processes

Journal of Organizational Behavior

Journal of Human Values

International Studies of Management & Organization

#### Websites

<http://papers.ssrn.com>

<http://www.nwlink.com/~donclark/leader/leadob.html>

#### Semester: I

**Paper No: 8**

**Course code: 1008**

**Paper: Business Statistics and Analytics for Decision Making**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

#### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

#### Course Outcome:

On completion of this course, students will be able to analyse and solve various business related problems by using various mathematical techniques and statistical tools and apply these techniques in effective decision making

## Learning Outcome:

This course will enable the student to

- understand the importance and scope of mathematics and statistics from the point of view of application to business
- apply mathematical and statistical techniques in business decision making

## Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Applications of Matrix algebra: Markov's Brand Switching Model National Income model, Prices under market equilibrium for two or more commodities	10	25
	2.	Applications of Differential calculus: Elasticity of demand, Marginal function concept, Optimization of economic functions such as total cost, total profit, total utility etc.		
II	3.	Applications of Integral Calculus: Total function from Marginal function, Producer's Risk, Consumer's Risk, Learning curve	10	25
	4.	Probability		
III	5.	Random variables and distribution concept Use of random variable and concept of conditional Averages in decision making such as newspaper boys problem Use of Bayes' theorem in decision making	10	25
	6.	Probability distributions: Binomial, Asset pricing model using binomial distribution, Poisson, Normal, Negative binomial, Hyper geometric, Geometric		
	7.	Estimation: Point estimation, Interval estimation of mean, proportion, difference of mean, variance		
IV	8.	Hypothesis testing, Use of Chi Square distribution, Independence of attributes, Testing goodness of fit	10	25
	9.	Applications of t distribution Value of population mean, equality of population means, dependent and independent samples		
	10.	Applications of z distribution Value of population mean, equality of population means, value of population proportion and equality of population proportion	10	
	11.	Analysis of variance: one way and two way Checking for the significantly different treatment		
<b>Total</b>			<b>40</b>	<b>100</b>

## Reference Books:

R.S.Soni, Essential of Business Mathematics and Business Statistics, Ane Books Pvt. Ltd., 2009

G.S.Monga, Mathematics and Statistics for Economics, Vikas Publications, 2007

Mizrahi and Sullivan, Mathematics: An Applied Approach, Wiley, 2000



## Semester: II

**Paper No: 1**

**Course code: 2001**

**Paper: Indian Economy and Policy**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to analyse the impact of economic policies on the business and relate micro and macro environmental forces and their impact on the Indian economy in effective decision making.

### Learning Outcome:

The student will be able to

- understand the role of economy specific to India
- analyse the impact of economic policies on the business

### Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	National Income, Savings and Investment	05	25
	2.	Development and Planning, and the role of Planning Commission	05	
II	3.	Agriculture; Rural development sector including microfinance, NBFCs	05	25
	4.	Industrial Policy	05	
III	5.	Public and Private Sectors, MSME sectors	03	25
	6.	Infrastructure Development Industrial labour	03	
	7.	Banking trends – KYC norms. Technologies – ATMs, Core banking	04	
IV	8.	Role of FIs, and Financial Markets	10	25
	9.	Monetary policy, Fiscal Policy: Objectives and Trends		

	10.	Centre – State financial relationship		
			<b>Total</b>	<b>40</b>
				<b>100</b>

### Reference Books:

K. P. M. Sundharam, Gaurav Datt, Ashwani Mahajan, Indian Economy, S. Chand, 2013

N Gregory Mankiw, Economics: Principles & Applications, Cengage Learning, 2012

Errol D'Souza, Macroeconomics, Pearson Education, 2012

H.L Ahuja, Macroeconomics - Theory and Policy, Sultan Chand, 2012

**Semester: II**

**Paper No: 2**

**Course code: 2002**

**Paper: Legal and Business Environment**

**Marks: 50**

**Credits: 2**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: Nil**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will become aware of the different legal aspects of business and the various legal matters that they will confront in the corporate and business environment

### Learning Outcome:

This course will enable the student to

- understand legal matters that they will be exposed in their business and professional life
- understand legal aspects of companies

### Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Law: Nature of law; law and ethics; law and morality; legal systems; bodies of law.	10	25
	2.	Sources of Law: Constitutional law; statutory		

		law; delegated legislation; judicial precedents; treaties; and customs		
II	3.	Indian Contract Act	10	25
III	4.	Sale of Goods Act	10	25
	5.	Negotiable Instruments Act		
III	6.	Competition Law: Anti-competitive agreements; abuse of dominance; and anti-competitive mergers	10	25
	7.	Overview of Company Law: Features of companies; types of companies; formation of companies, dividends, debentures, directors and meetings		
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

Bare Acts

Aggarawal, Students Guide to Mercantile and Commercial Law, Taxman Publications, 2007

G.K.Kapoor, Business Law including Company Law, New Age International, 2008

P C Tulsian, Business Law, Tata McGrawHill, 2005

**Semester: II**

**Paper No: 3**

**Course code: 2003**

**Paper: Corporate Finance**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to apply time value of money in valuation, use different criteria for investment decision making, analyse the impact of capital structure on the value of the firm and assess working capital requirements of the firm

### Learning Outcome:

This course will enable the student to

- apply the concept of time value of money in valuation of Stocks and Bonds

- analyze capital investments
- relate capital structure decisions of the firms on the value of the firm
- appreciate the role of cost of capital in capital investment decisions
- assess working capital requirements of a firm

**Course Contents:**

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Financial Management	02	25
	2.	Time Value of Money and its Application	08	
II	3.	Capital Investment Analysis – Pay Back – Accounting Rate of Return, Discounted Payback, NPV, IRR, MIRR	10	25
III	4.	Capital Structure Theories – NOI Approach, NI Approach, MM Hypothesis – Capital Structure Decisions	10	25
	5.	Cost of Capital – Cost of debt, equity, preference shares, retained earnings, weighted average and marginal cost of capital		
IV	6.	Working capital management – Working Capital cycle - assessing working capital requirements – financing working capital requirements	10	25
		<b>Total</b>	<b>40</b>	<b>100</b>

**Reference Books:**

Brigham Eugene, Financial Management: Theory and Practice, Cengage Learning, 2012

Copeland, Weston, Shastri, Financial Theory and Corporate Policy, Pearson Education, 2009

Pandey I.M., Financial Management, Vikas Publishing, 2009

Prasanna Chandra, Financial Management, Tata McGraw Hill, 2008

**Semester: II**

**Paper No: 4**

**Course code: 2004**

**Paper: Business Research Methodology**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments

2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to define research problem pertaining to businesses, frame hypothesis, collect data and analyse them, suggest solutions to the problems based on analysis and write research reports

### Learning Outcome:

This course will help the students to

- understand and develop insights about different methods of research, research methodology, and design aimed at solving business problems
- design and execute Research Projects

### Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Research: Nature and Scope of Business Research, The Role of Research in Management Decision Making, The Research Process, Basic Terminologies used in Research, Defining Research Problem, Research Objectives and Framing Hypothesis, Preparing a Research Plan	10	25
II	2.	Research Design Formulation: Research Design-Concept and types; Exploratory Research Design-Secondary data and Qualitative Research; Descriptive Research Design-Survey and Observation; Causal Research Design – Experimentation.	10	25
III	3.	Sources and Collection of Data: Secondary Data; Collection of Primary Data; Measurement and Scaling; Questionnaire and Form Design; Sampling: Design and Procedures; Fieldwork: Data Collection.	10	25
IV	4.	Presentation, Analysis and Interpretation of Data using analytical tools and software	10	25
	5.	Report writing, referencing and preparing bibliography		
	6.	Contemporary issues in Research such as ethics		
		<b>Total</b>	<b>40</b>	<b>100</b>

## Reference Books:

Donald Cooper, Pamela Schindler, J K Sharma, Business Research Methods, McGraw Hill Education, India, 11th edition, 2012

Sachdeva J.K., Business Research Methodology, 3rd Edition, Himalaya Publishing, 2012

Thomas Edwards, Research Design & Statistics, McGraw Hill Education, India, 1st edition, 2012

T N Srivastava, ShailajaRego, Business Research Methodology, McGraw Hill Education, India, 1st edition, 2012

William Zikmund, BusinessResearch Methods, Cengage, 9<sup>th</sup> edition, 2012

**Semester: II**

**Paper No: 5**

**Course code: 2005**

**Paper: Operations Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to analyze the importance of Operations Management and how it can provide a competitive advantage in the marketplace; experiment with the knowledge of the issues related to designing and managing Operations and the techniques to do so.

### Learning Outcome:

This course will enable the student to

- understand the types of manufacturing systems
- appreciate the role of production and operations management functions in an organization
- compare production and operations management practices across various types of manufacturing systems

- evaluate the current operations management practices in organizations.

### Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction: Nature and Scope of Production and Operations Management; The production function– interface with other functional areas like marketing, finance, personnel, materials, service and business sectors. Difference between Manufacturing and service operations. Transformation Processes for manufacturing, service & hybrid organizations. Types of Manufacturing Systems and their impact.	04	25
	2.	Plant Location: Importance of plant location & the location factors, Steps in choosing a plant location, Location Models and its applications	06	
II	3.	Plant layout: objectives of a good layout, principles of layout, factors influencing layouts, types of layouts – functional, line, static and cellular layouts, techniques of optimizing layouts, computerized layout models.	06	25
	4.	Materials handling – objectives, principles and methods of efficient handling, Introduction to material handling equipment.	04	
III	5.	Production planning and control(PPC):Concept, Objectives of PPC;Role of PPC in Operations Management; Functions/Elements of PPC in detail, PPC in different Manufacturing Systems, Advantages & limitations of PPC function.	10	25
	6.	Resource Requirement Planning Systems: Introduction to MRP-I, MRP-II, ERP & SAP; Aggregate Planning and Master Production Schedule;MRP system structure; Performing the MRP Calculations(Logic of the MRP computer Program)		
IV	7.	Reliability, maintenance and plant services – objectives, types of maintenance – breakdown and preventive maintenance, safety. Emerging trends – Just – in time manufacturing, robotics, Supply chain Management.	10	25
<b>Total</b>			<b>40</b>	<b>100</b>

### Reference Books:

Ashwathappa, Bhat, Production and Operations Management, Macmillan (India) Limited, New Delhi, 2<sup>nd</sup> edition, 2012

Chary S., Production and Operations Management, McGraw Hill Education, India, 5<sup>th</sup> edition, 2012

Chase, Jacobs, Aquilano, Agarwal, Operations Management, McGraw Hill Education, India, 11<sup>th</sup> edition, 2012

**Semester: II**

**Paper No: 6**

**Course Code : 2006**

**Paper: Project Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to undertake project feasibility studies, identify projects, conduct project appraisal, execute various projects starting from project identification till project termination and apply various IT tools in order to execute projects efficiently.

**Learning Outcome:**

The student will be able to

- understand concepts of project management
- execute various projects, starting from project identification till project termination
- apply IT tools in project management.

**Course Contents:**

<b>Module</b>	<b>No</b>	<b>Topic</b>	<b>Contact Hours</b>	<b>Weightage (%)</b>
<b>I</b>	<b>1</b>	Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure, Characteristics of Project Manager. Project Feasibility Studies: Project Identification; Market and Demand Analysis; Technical Analysis; Project Cost Estimate; Financial	<b>10</b>	<b>25</b>



		Appraisal of Single Projects; Financial Appraisal of Multiple Projects; Socio-Cost Benefit Analysis		
<b>II</b>	<b>2</b>	Project Planning: Project Planning and Scheduling techniques; developing the project network using CPM/PERT; constructing network diagram; AON basics; Forward Pass and backward pass; Limitations of CPM/PERT; Project Crashing; Probability of Project Completion. Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project resources scheduling.	<b>10</b>	<b>25</b>
<b>III</b>	<b>3</b>	Critical Chain Scheduling: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations. Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement; Methods to monitor, evaluate, and control planned cost and schedule performance.	<b>10</b>	<b>25</b>
<b>IV</b>	<b>4</b>	Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure. IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection. Ethical issues involved in Sales and Distribution Management.	<b>10</b>	<b>25</b>
		Total	<b>40</b>	<b>100</b>

### Reference Books:

Carroll, J. (2011). Project Management in Easy Steps (1sted). New Delhi: McGraw Hill.

Horine, G (2010). Absolute Beginner's Guide to Project Management (2rded.). New Delhi: Pearson.

Larson, E. Gray, C., & Desai, G. (2013). Project Management::the managerial process (4thed). New Delhi: McGraw Hill.

Maylor, H. (2003). Project Management (3<sup>rd</sup>ed). .). New Delhi: Pearson.

**Semester: II**

**Paper No: 7**

**Course Code: 2007**

**Paper: Human Resource Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this Course, students will be able to describe, analyse and evaluate the people, cultural, organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like communication, interpersonal relationship, soft skills, leadership skills, with building the ethical and business centric attitude for supporting the corporate level strategies of the business

**Learning Outcome:**

This course will enable the student to

- understand the role of human resource management, concepts and theories
- appreciates how HRM contributes to organizational strategy and planning
- develop the skills to analyze a firm's HRM system and evaluate its strengths and weaknesses and propose changes to improve.

**Course Contents:**

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Human resource management – Definition, importance, process, scope, HR policies, HR as a factor of competitive advantage, Role of HR Managers	10	25
	2.	Manpower planning, Downsizing & outplacement, Job analysis and Design		
II	3.	Recruitment, Selection, Orientation and placement	10	25
	4.	Performance appraisal, job evaluation, Appraisal-methods, Designing effective PMS, performance counseling, Potential Appraisals, Career planning and Development, Counselling		
III	5.	Compensation Management-, employee and executive remuneration, incentives, bonus, ESOPs, Fringe Benefits	10	25
	6.	Motivating employees-Motivation Theories and application, motivational strategies-incentive schemes, rewards, job rotation, enlargement, enrichment, empowerment, QWL, Job satisfaction, morale, Participative management		
IV	7.	HRD- Employee Training- Meaning, scope, importance, process, methods. Skill training,	10	25

		Management development, training evaluation,		
	8.	Overview of Industrial Relations and Labour Laws. Ethical issues in human resources Management, Latest trends in HRM		
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

Armstrong Michael, HRM, Kogan Page Publishers, 2010

Mello Jeffery, Human Resource Management, Cengage Learning, 2008

RaoSubbaP., Human Resource Management and Industrial Relations, Himalaya Publishing Co.

Ashwathappa K., Human Resource Management – Text and cases, Tata McGraw Hill Company, 2007

Mathis, R.L., Jackson, J.H, Human Resource Management, Thomson South Western, 2003

DeCenzo, D.A., Robbins, S.P., Fundamentals of Human Resource Management, Wiley India Edition, 2007

### Journals

International Journal of Human Resource Management  
Human Resource Management Journal  
Human Resource Management

### Websites

[www.business-standard.com](http://www.business-standard.com)  
[www.thehrpractice.in](http://www.thehrpractice.in)  
[www.hrmguide.in](http://www.hrmguide.in)  
[www.shrm.org](http://www.shrm.org)

### Semester: II

**Paper No: 8**

**Course code: 2008**

**Paper: Quantitative Techniques**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

## Course Outcome:

On completion of this course, students will be able to formulate business models for various business problems and apply various operations research techniques in decision making in various managerial aspects of an organisation.

## Learning Outcome:

This course will enable the student to

- understand the concept of Operations Research
- gain knowledge on the application of various OR techniques in decision making in management of all aspects of an organization.

## Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	<b>Introduction to OR:</b> Concepts, genesis, application potential to diverse problems in business and industry, scope and limitations. <b>Assignment Problem (AP):</b> Concepts, formulation of model, Hungarian method of solution maximization / minimization, balanced / unbalanced prohibited assignments problems. <b>Transportation problems (TP):</b> Concepts, Formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization – case of degeneracy, prohibited routing problems – post optimal sensitivity analysis.	10	25
	2.	<b>Linear Programming (LP):</b> Concepts, formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization - case of degeneracy, prohibited routing problems - post optimal sensitivity analysis. <b>Linear Programming (LP):</b> Duality Principle Primal / Dual inter relation post optimal sensitivity analysis for changes in the b-vector, c-vector, addition / deletion of variables / constraints, dual simplex method, problems, limitations of LP vis-à-vis Non-linear programming problems, brief introduction to non LP methods an associated problems.		
II	3.	<b>Network Analysis:</b> Minimal spanning, tree problems, shortest route problem, maximal flow in capacitated network concepts and solution algorithm as applied to problems	10	25

		project planning and control by use of CPM / Pert. Concepts: definitions of project jobs events; arrow diagrams - time analysis and derivation of the critical path. Concepts of floats (total free, interfering and independent) crashing of a CPM network. Probability assessment in PERT network.		
III	4.	<b>Queuing (waiting line) Models:</b> Concepts: Type of queuing systems (use of 6 character codes) Queues in series and parallel problems and based on the results of following models (M/m/1) single channel queue with Poisson arrival rate negative exponential service time, with and without limitations of queue size, (m/G/1) single channel with Poisson arrival and general service time, PK-formulae.	05	25
	5.	<b>Digital Simulation:</b> Concepts area of application, random digits and methods of generating probability distributions, application to problems in queuing, inventory, new product profitability maintenance, etc.	05	
IV	6.	<b>Game Theory:</b> Concepts - 2 person, n person game-zero sum games and non zero games; solution procedures to 2 person zero sum games; saddle point, mixed strategy sum games method for mx2 games. Graphical methods equivalence of game theory and linear programming models. Solution of 3x3 games by LP simplex method including duality application for maximizing / minimizing players strategy	10	25
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

HamdyA.Taha, Operations Research: An Introduction, Pearson, 2008

Anderson, Introduction to Management Science, Cengage Learning, 2008

# Semester III

## CORE Papers

**Semester: III**

**Paper No: 1**

**Course code: 3001**

**Paper: Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### **Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### **Course Outcome:**

On completion of this course, students will be able to understand the importance of Indian Ethos and value systems, get exposure to social sector and current local as well as global needs of doing business ethically, transparently and sustainably by acquiring the knowledge and relevant skills with building the ethical and business centric attitude.

### **Learning Outcome:**

This course will enable the student to

- understand the value and significance of doing business ethically, ethical issues and dilemmas and their influence on decision making in business activities
- appreciate the significance of corporate governance from local and global perspective, doing business ethically, ethical issues and dilemmas and their influence on corporate decision making
- identify the need and importance for an organization to be a corporate citizen and the impact of CSR, and sustainability on corporate sector

- gain insight into the present day leadership imperatives and leadership challenges in the global scenario, and the role of women leaders

### Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1	Ethics and “Business “ethics: What is ethics? Nature and objectives of ethics-, ethics and morality, ethics and religion, ethics and law, ethics and values. The 3 C’s of business ethics: compliance, contribution and consequences. Factors causing unethical behaviour.	10	25
	2	Environmental issues in Business Ethics. Workplace Ethics. Ethics in Marketing and Consumer Protection. Ethics in Accounting and Finance. Ethics in HR practices. Ethics in the board room. Professional ethics. Ethics and conflict of interest.		
II	3	Value crisis in contemporary Indian Society – Value crisis at : the individual level, societal level, intellectual level, cultural level. The way out. The Good Life and its Values- Values: what are they? The Indian concept of values- the modern approach to the study of values – what is a good life? Value spectrum for a good life	10	25
	4	Material Values. Societal Values. Psychological values. Aesthetic values. Moral and ethical values. Spirituality and Spiritual values. Human values. Values in work life. Human values in Management.		
III	5	Corporate Governance- Evolution of corporate governance- Governance practices and regulation-Structure and development of boards-Role of capital market and government- Governance ratings-Future of governance- innovative practices- Transparency and disclosures; Some important Reports on Corporate Governance - Case studies with lessons learnt-Highlights of Kumarmangalam Birla Committee for SEBI on Corporate Governance; CII’s Desirable Corporate Governance Code; Cadbury Committee report for effective Corporate Governance; Blue ribbon Committee on improving the effective corporate audit committees; Naresh Chandra Committee on Corporate audit and governance; Corporate Governance Voluntary Guidelines 2009, Sarbanes Oxley and Clause 49	10	25
	6	Corporate Social Responsibility- Theoretical perspectives- Corporate citizenship-Business practices-CSR Management Philosophy; Objectives-Definition- Evolution- Need for CSR - Strategies for CSR-Challenges and implementation- CSR Charter; CSR Codes of Conduct; Core stake holders and Multi stake holders		
IV	7	Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thoughton Sustainable Development,	10	25

		Sustainable Development and social framework, equitable distribution, criticism. Meaning and Scope- Corporate Sustainability-Sustainability Terminologies and Meanings- Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL).		
	8	Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business-International Standards-Sustainability Indices-Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting		
		Total	<b>40</b>	<b>100</b>

### Reference Books:

S. Balachandran, K C R Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2004

Swami Anubhavananda, Arya Kumar, Ethics in Management: Insights from Ancient Indian Wisdom, Anne Books, 2008

A B Rao, Business Ethics and Professional Values, Excel Books, 2009

Nirmala Tandon, Contemporary Indian Ethics, English Edition, 2003

Neeru Vasishth and Dr Namita Rajput, Business Ethics and Values (with case studies), Taxmann, 2010

Ronald Francis and Mukti Mishra, Business Ethics: An Indian Perspective, Tata McGrawHill, 2009

Laura P Hartman and Abha Chatterjee, Perspectives in Business Ethics, Tata McGraw Hill, 2006

P S Bajaj and Raj Agrawal, Business Ethics: An Indian Perspective, Biztantra, 2004

S G Hundekar, Business Ethics and Human Values, Excel Books, 2009

Swamy Dr Parthasarathy, Human Values and Management, Anne Books India, 2013

A.N. Tripathi, Human Values, New Age International (P) Ltd, 2006

Harvard Business Review on Corporate Ethics, Harvard Business School Press, 2010

K R Kim, Essence of Good Management, Times Business Series, 2011

Doing Business Ethically, Harvard Business Press, 1989

Agarwal K. Sanjay, 'Corporate Social Responsibility in India', SAGE Publications, 2008

Aras Guler and Crowther David, 'A Handbook of Corporate Governance and Social Responsibility', FIRST INDIAN REPRINT, Gower Publishing Limited, 2013



Chandratre K.R., and Navare, A.N., 'Bharat's Corporate Governance', Bharat Law House, 2010

Cloud Henry, 'Boundaries for Leaders', Harper Business, 2013

Coombs Timothy W. & Holladay Sherry J., 'Managing Corporate Social Responsibility A Communication Approach', Willey – Blackwell A John Wiley & Sons, Ltd., 2012

Crane Andrew, Matten Dirk and Spence Laura J. (Eds.), 'Corporate Social Responsibility Readings and cases in global context', First Indian Reprint, 2012

Crane Andrew, McWilliams Abigail, Matten Dirk, Moon Jeremy, Siegel Donald S. (Eds.), 'The Oxford Handbook of Corporate Social Responsibility', Oxford University Press Inc., New York, 2008

Aron Cramer, Zachary Karabell; 'Sustainable Excellence: The Future of Business in a Fast-Changing World', 2010- Jenson Books Inc

### **Websites**

<https://www.globalreporting.org/Pages/default.aspx>

<http://database.globalreporting.org/search/>

<http://www.csrwire.com/>

<http://www.oecd.org/corporate/>

<https://aflcio.org/what-unions-do/social-economic-justice/corporate-accountability>

<http://www.theacsi.org/>

### **Journals**

Business Ethics Quarterly

Business Strategy & the Environment

Ethical Corporation

The Journal of Corporate Citizenship

Journal of Management & Governance

Corporate Social-Responsibility and Environmental Management

CSRwire

Triple Pundit

**Semester: III**

**Paper No: 2**

**Course code: 3002**

**Paper: Entrepreneurship and Sectoral Specialization**

**Marks: 100 (Internal 100)**

**Credits: 4**

**Application Based Research Project on Entrepreneurship: 50 Marks**

**Sectoral Specialization Project: 50 Marks**

### **Course Outcome:**

On completion of this course, students will be able to understand the requirements to start a new small/medium business enterprise and augment their entrepreneurial skills in the area of

their interest by acquiring the knowledge and relevant skills like Planning, acquiring, organizing and disseminating resources, using analytical, leadership, communication, problem solving and decision making skills with a entrepreneurial mind set and business centric attitude. Sectoral Specialization in Management: focuses on the application of management concepts and principles to specific sectors to improve the performance of these sectors.

**Learning Outcome:**

This course will enable the student to

- understand the requirements to start a new business
- capture and evaluate the business opportunity and convert the viable idea in to a business proposition
- cultivate an entrepreneurial mind set
- exhibit effective decision-making skills, employing analytical and critical thinking ability to establish their own start up enterprise

**Evaluation:**

Evaluation will be 100% internal. An application based research project will be evaluated for 50 marks at the mid of the semester and a Sectoral Project will be evaluated at the end of the semester for 50 marks.

**Course Contents:**

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Concept of Entrepreneurship and emergence of entrepreneurial class Theories of entrepreneurship Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning.	02	25
	2	Analysis of business opportunities, environmental scanning, Sectoral studies, process of generating business ideas, screening and selection	02	
	3	Techno-economic feasibility studies. Development of detailed project report for implementation.	03	
	4	Ancillary industry development; Identification of opportunities for ancillary industries. Entrepreneurial opportunities in service industries, transportation, distribution and agro industries.	03	
II	1	Institutional framework for entrepreneurship development in our country. Government policy, agencies supporting entrepreneurship & development, industrial estates, financial incentives, backward area benefits, schemes for the educated unemployed, fiscal incentives, procurement of industrial equipment, marketing support, source of finance : institutional and others.	04	25

	2	Training for entrepreneurship development.	03	
	3	Entrepreneurial behaviour, techno-economics innovation and entrepreneurship, socio-psychological factors influencing entrepreneurial development.	03	
		Total	20	50

The following areas of sectoral specialization will be offered.

1. Agency and Broking
2. Any other sector of Interest to the students with specific approval of the Institute
3. BPO and KPO
4. Digital Marketing
5. Education Management
6. Food Processing
7. Health and Wellness Management
8. Horticulture
9. Hospitality Management
10. Insurance
11. Investment Banking
12. Logistics and Supply Chain Management
13. Management of Family Business
14. Mutual Funds
15. Pharma Management
16. Retail and Shopping Mall Management
17. Technology Management

**Semester: III**

**Paper No: 3**

**Course code: 3003**

**Paper: Summer Internship**

**Marks: 100 % Internal Evaluation**

**Credits: 6**

**Semester End Examination: Presentation and Project Report: 100 Marks**

**Learning Outcome:**

The summer project is expected to provide the student with a firsthand experience of working in an organization and understand the various business functions practically by observation and participation wherever feasible.

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Hands on experience	300	100

**Semester: III**

**Paper No: 4 (F1)**

**Course code: 3004**

**Paper: Cost and Management Accounting****Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to classify different elements of cost and prepare cost sheet, apply different methods of costing, prepare budgets and use various techniques of costing for pricing the products, reduction of costs, break-even analysis and for the purpose of planning and controlling of the costs.

**Learning Outcome:**

This course will enable the student to

- classify cost and prepare cost sheet
- understand various methods of costing
- apply various techniques available for planning and controlling of costs in decision making

**Course Contents:**

<b>Module</b>	<b>No.</b>	<b>Topic</b>	<b>No. of Lectures (Hrs.)</b>	<b>Weightage (%)</b>
I	1.	Cost Accounting – Elements of Cost, Classification of Costs, Preparation of Cost Sheet.	10	25
	2.	Material Cost, Labor Cost, Overheads, Mandatory Cost Standards, the rules for compulsory maintenance of cost records		
II	3.	Costing Methods: Job Costing, Unit Costing, Process Costing, Contract Costing, Cost Accounting for services	10	25
III	4.	Marginal costing versus absorption costing, the concept of contribution, Product sales pricing and mix, Break even analysis, break even and profit / volume graphs; limiting factors, including problems requiring graphical linear	10	25

		programming solutions. Decisions about alternatives.		
IV	5.	Budgets and Budgetary control: The budget manual – preparation and monitoring and procedures; reporting against actual financial data; flexible budgets, preparation of functional budgets for operating and non-operating functions, cash budgets: the master budget, problems and techniques of forecasting; principal budget factors.	10	25
	6.	Standard Costing: Types of standards and sources of standard cost information, Evolution of standards, continuous improvement keeping standards meaningful and relevant, variance analysis covering material (price/usage), labour (rate/efficiency), variable overhead (expenditure/efficiency) fixed overhead (expenditure/volume) and sales (price / volume) and sales (price / volume) variances.		
		<b>Total</b>	<b>40</b>	<b>100</b>

**Reference Books:**

Hornngren, S.M. Datar, Foster, Rajan, Ittner, Cost Accounting: A Managerial Emphasis, Pearson Education, 2012

Drury Colin, Management and Cost Accounting, Cengage Learning, 2007

ThukaramRao, Accounting for Managers, New Age International, 2007

S.N. Maheswari, Cost and Management Accounting, Sultan Chand, 2002

**Semester: III**

**Paper No: 5 (F2)**

**Course code: 3005**

**Paper: Financial Markets and Services**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.*

**Course Outcome:**

On completion of this course, students will be able to get an overview of the financial system, understand the importance of the financial system in the economic development, understand the debt and equity market, use valuation tools in debt and equity markets, and assess the alternative sources of funding available so as to enhance the decision making skills with respect to raising finance from different sources.

### Learning Outcome:

This course will enable the student to

- understand the organization of the Indian financial system
- differentiate various financial markets and their role in the development of the economy
- analyze risk and returns in bond and equity markets
- appreciate the role of different intermediaries available and the financial services offered

### Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Nature and Role of Financial System; Financial System and Economic Development; Savings and Investment; Money, Inflation and Interest Rates	10	25
	2.	An overview of Indian Financial System - Financial Markets and the types, Financial Instruments, Financial Intermediaries and Financial Services		
II	3.	Money Market: Call Money Market, Treasury Bills Market, Markets for Commercial Paper and Certificate of Deposits, Government Securities Market	10	25
	4.	Capital Market: Introduction, Concept, Role, Importance, Evolution of Capital Market in India; Role of SEBI in regulating Capital Markets		
III	5.	Debt Market - Overview of Fixed-Income Securities, Risk Factors in Fixed-Income Securities, Types of Bonds, Bond Returns, Current Yield, Yield-to-Maturity, Price-Yield relationship, Duration and Convexity	10	25
	6.	Equity Market –Stock: Return and Valuation; Methods of Valuation and examples		
IV	7.	Credit Rating, Factoring, Hire Purchase, Leasing, Venture Capital, Private Equity, Angel Funds – Concept, Functions and Role; Assessment of Alternative Sources of Funds	10	25

		<b>Total</b>	<b>40</b>	<b>100</b>
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### Reference Books:

Bhole, LM and JitendraMahakud, *Financial Institutions and Markets*, Tata McGraw Hill, 2009

Gomez, Clifford *Financial Markets, Institutions and Financial Services*, Prentice Hall, 2008

Gurusamy, *Indian Financial System*, Tata McGraw Hill, 2009

Khan M.Y., *Indian Financial System*, Tata McGraw Hill, 2009

Pathak, *The Indian Financial System: Markets, Institutions and Services*, Pearson Education, 2011

Saunders, *Financial Markets and Institutions*, Tata McGraw Hill, 2007

Shah, Susan Thomas, Michael Gorha, *Indian Financial Markets: An Insider's Guide to How the Markets Work*, Elsevier, 2008.

### Journals:

1. Indian Journal of Finance (ISSN 0973 – 8711)
2. Finance India (ISSN 0970 – 3772)

### URL:

<http://www.indianjournaloffinance.co.in>

<http://www.financeindia.org>

<http://www.indianjournalofeconomicsandresearch.com>

### Semester: III

**Paper No: 6 (F3)**

**Course code: 3006**

**Paper: Managing Banks and Financial Institutions**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.*

### Course Outcome:

On completion of this course, students will be able to understand the functioning of Banks, Insurance Companies, Mutual Funds and other Financial Institutions in India, the regulatory aspects and legal environment related to these financial institutions so as to equip them with adequate skills to manage the financial institutions in the ever changing financial environment focusing on recent trends and innovations in banking and other financial institutions.

### Learning Outcome:

This course will enable the student to

- understand the structure and operations of the banking sector in India
- analyze different banking services available
- compare different insurance products offered by insurance companies
- appreciate the role of banking, insurance and other financial institutions in contributing to the development of the Indian economy

### Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Evolution and Role of Banking, Banking and Economic Development, Commercial Banks, Cooperative Banks, Regional Rural Banks, Agriculture and Rural Development Banks.	10	25
	2.	Functions of Banks		
II	3.	Banking Services, Fund and Non-Fund Based Services, Lending Products and Loan Appraisal Process – Corporate Loan Life Cycle	10	25
	4.	Bank – Customer Relationship, Anti-Money Laundering and KYC, Banking Ombudsman Scheme, Banking and Financial Inclusion - SARFAESI Act - NPA and its resolution - Insolvency Code and Securitization - Basel Norms		
	5.	Basel I, II & III norms		
III	6.	Brief on working of Insurance companies in India	10	25
	7.	Brief on working of Mutual Funds in India		
IV	8.	Study of Financial Institutions – ECGC, EXIM, NABARD, NHB, SIDBI, CGTMSE etc., NBFC, Investment Banks	10	25
	9.	Brief study on Regulatory and Legal Environment in the country.		
	10.	Innovations and Recent trends in Banking and Financial Institutions		
		<b>Total</b>	<b>40</b>	<b>100</b>



**Reference Books:**

Indian Institute of Banking and Finance, Principles of Banking, Macmillan, 2008

Insurance Institute of India, Principles of Insurance, Insurance Institute of India Publication, 2013

Insurance Institute of India, Practice of Life Insurance, Insurance Institute of India Publication, 2012

Insurance Institute of India, Practice of Non-Life Insurance, Insurance Institute of India Publication, 2012

Trivedi V. & Jatana Renu, Indian Banking System, RBSA Publishers, 2011

Indian Institute of Banking and Finance, Banking Products and Services, Taxmann Publications, 2010

George E Thomas & Mishra K.C., General Insurance Principles and Practice, NIA and Cengage, 2009

PandianPunithavathy, Financial Services and Markets, Vikas Publishing, 2009

Sethi and Bhatia, Elements of Banking and Insurance, Prentice Hall, 2007

Venugopal R., & Mishra K.C., Life Insurance Underwriting, NIA and Cengage, 2009.

**Journals:**

1. RBI Bulletin
2. The Journal of Insurance Institute of India

**URL:**

[rbi.org.in](http://rbi.org.in)

Asian Journal of Research in Banking and Finance (Online ISSN: 2249-7323);<http://www.aijsh.org>

<https://www.insuranceinstituteofindia.com>

<http://www.irda.gov.in>

**Semester: III**

**Paper No: 7 (F4)**

**Course code: 3007**

**Paper: Project Appraisal and Finance**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.*

### **Course Outcome:**

On completion of this course, students will be able to identify project opportunities, value projects from return and risk perspectives, apply techniques for implementation and review of projects, learn to manage project risks, and get an overview of different financing alternatives so as to make efficient decisions with respect to raising finance for different projects and managing them efficiently.

### **Learning Outcome:**

This course will enable the student to

- understand project life cycle
- value different projects
- analyze financing alternatives for projects

### **Course Contents:**

<b>Module</b>	<b>No.</b>	<b>Topic</b>	<b>Contact Hours</b>	<b>Weightage (%)</b>
I	1.	Project Planning - Identification of Project opportunities for investment – Analysis of industry - Review of project profiles – Feasibility Study - Project appraisal parameters, Project Life Cycle.	10	25
II	2.	Valuing Projects - Various Techniques of evaluating commercial, Government and social projects. DCF and non-DCF methods – sensitivity analysis	10	25
	3.	Project risk assessment – probabilistic cash flow approaches – application of simulation techniques		
III	4.	Project Negotiation – Project Management, Implementation and Review including CPM, PERT, WBS techniques	10	25
	5.	Brief study on International Projects		
IV	6.	Overview and Structure of Project Financing -Managing Project Risks, Financing Projects	10	25
	7.	Financial Structuring – Financing alternatives		
		<b>Total</b>	<b>40</b>	<b>100</b>

### **Reference Books:**

Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw Hill Education, 2014

Nagarajan K, Project Management, New Age International Publishers, 2017

Harvey Maylor, Project Management, Pearson, 2004

**Semester: III**

**Paper No: 8 (F5)**

**Course code: 3008**

**Paper: Investment Analysis and Portfolio Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Duration of the Exam: 2 hours**

**Continuous Internal Evaluation: 50 Marks**

**Internal Evaluation Criteria:**

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.*

**Course Outcome:**

On completion of this course, students will be able to analyse securities and make efficient investment decisions using both fundamental and technical analysis, select securities for building portfolios, analyse and evaluate the performance of portfolio, apply pricing models and asset allocation techniques for managing bond and equity funds.

**Learning Outcome:**

This course will enable the students to

- understand the areas of security analysis and portfolio management
- apply advanced tools and techniques for making investment decisions.

**Course Contents:**

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Meaning of Investment, Speculation and Gambling; Investment Avenues; Types of Investors; Investment Objectives; The Investment Process	10	25
	2.	Returns and Risk (Individual and Portfolio) Computation of Returns; Meaning and Definition of Risk; Types of Risk; Minimizing Risk Exposure, Risk		

		Measurement; Use of Beta in estimating returns. Measuring Risk through VaR analysis.		
II	3.	Fundamental Analysis - Economic Analysis, Industry Analysis and Company Analysis.	10	25
III	4.	Technical Analysis: Meaning and Assumptions of Technical Analysis, Trend lines and their significance, Market indicators; Price indicators; Volume indicators; Price-volume relationship; Relative Strength Index (RSI); Rate of Change (ROC); Charting - Types of price charts, Price patterns.	10	25
	5.	Efficient Market Hypothesis (EMH) – Random Walk theory, Forms of EMH, EMH and empirical findings, Implication of EMH on fundamental and technical Analysis, Market inefficiencies.		
IV	6.	Meaning of portfolio; Reasons to hold portfolio; Portfolio Analysis, Selection and Evaluation; Markowitz's Model; Efficient frontier; Sharpe's Single Index Model; Capital Asset Pricing Model; Factor Models and Arbitrage Pricing Theory and Portfolio Performance Evaluation – Asset Allocation techniques - Managing Equity and Bond Funds	10	25
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

Bhalla, V. K. *Portfolio Analysis and Management*, Sultan Chand & Sons, 2008

Chandra Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill, 2013

Fischer & Jordan, *Security Analysis and Portfolio Management*, Prentice Hall, 1995

Jack Clark Francis and Richard W. Taylor, *Investment - Schaum's outline series*, Tata McGraw Hill, 2000

Krishnamurti Chandrashekar, S R Vishwanath, *Mergers, Acquisitions and Corporate Restructuring*, Sage Publications Ltd., 2008

Machi Raju, H.R, *The Working of Stock Exchanges in India*, New Age International, 2009.

Pandian Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publishing, 2013

Pring Martin, *Complete Guide to Technical Analysis: An Indian Perspective*, Shroff, 2006

SukhaniSudarshan ,*Trading the Markets: Real-time Market Analysis and Technical Trading*, Vision Books, 2013.

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2. Finance India (ISSN 0970 – 3772)

**URL:**

<http://www.bseindia.com/>

<http://www.nseindia.com/>

[http://www.nseindia.com/education/content/module\\_ncfm.htm](http://www.nseindia.com/education/content/module_ncfm.htm)

## SEMESTER IV

**Semester: IV**

**Paper No: 1**

**Course code: 4001**

**Paper: Corporate Strategy**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to describe, analyze and evaluate the environmental, social, cultural, economic, legal and organizational aspects of corporate strategy in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication problem solving and decision making with building the ethical and business centric attitude.

**Learning Outcome:**

This course will enable the student to

- understand basic concepts and theories in strategic management in corporate sector
- analyse strategic management techniques, strategy formulation and compare the alternatives in the context of rapidly changing technology
- apply appropriate strategic management tools to diagnose internal and external factors affecting organizations

- Evaluate strategies adopted for various purpose

**Course Contents:**

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	<b>Introduction to Strategic management</b> Concept of strategy, Corporate, Business and Functional Levels of Strategy ,Meaning and Characteristics of strategic management, strategic management Vs. operational management ,Strategic Management Process, Stakeholders in business and their roles in strategic management	10	25
	2.	Strategic intent, vision, mission, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)Internal analysis,		
II	3.	<b>Analyzing Company's Environment</b> -External Environment: Environmental appraisal ,Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, strategic Group analysis	10	25
	4.	Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage ,Core Competence, Distinctive competitiveness, Benchmarking as a method of comparative analysis, Value Chain Analysis Using Porter's Model, Organizational Capability Profile: Strategic Advantage Profile, Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model		
III	5	<b>Strategy formulation and choice</b> - Corporate level Strategy Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies	10	25
	6	Business level strategy- Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy Competing through Business Models -Competitive Advantage and Firm Resources -Generic Strategies		
IV	7.	<b>Strategy Implementation &amp; Evaluation:</b> issues and barriers, Matching structure to strategy, Changing structures and processes, Building learning organization, implementing Functional strategies(HR, Marketing ,Finance, Operations)	10	25
	8.	Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation,Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.		
<b>Total</b>			<b>40</b>	<b>100</b>

## Reference Books:

Arthur, A., Thompson, A., Strickland, J., Gamble, J., & Jain, A. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases (5<sup>th</sup> ed.). New Delhi: Tata McGraw- Hill, 2012.

Grant, R. Contemporary Strategic Management. Cengage Learning New Delhi: Wiley India 2010

Hitt, M., & Hoskisson, Management of Strategy: Concepts and Cases. New Delhi: 2012

Kazmi Azhar: Strategic Management and Business Policy, McGraw Hill Education India Pvt Ltd; 3 edition, 2008

Kazmi, A Strategic Management and Business Policy New Delhi: Tata McGraw- Hill  
Morden Tony: Principles of Strategic Management, Ashgate Publishing, Ltd., 2012

Rao Appa C., Rao Parvathiswara B. and Sivaramakrishna K.: Strategic Management and Business Policy, Paperback, 2008

Tomar and Yadav Rajender Kumar: Strategic Management, Gph Book: Ms-11, Paperback, 2007

Wheelen Thomas L.: Concepts in Strategic Management and Business Policy: Toward Global Sustainability, Pearson Education; Thirteenth edition, 2012

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<http://www.thepalladiumgroup.com>

<http://www.mckinsey.com>

### Journals

Vikalpa: The Journal for Decision Makers

Journal of Education for Business

Harvard Business Review

McKinsey Quarterly

### **Semester: IV**

**Paper No: 2 (F6)**

**Course code: 4002**

**Paper: Mergers, Acquisitions, Corporate Restructuring and Valuation**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### **Internal Evaluation Criteria:**

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.*

**Course Outcome:**

On completion of this course, students will be able to understand the legal and regulatory aspect of mergers and acquisitions, get an overview of the corporate restructuring, value tangibles and intangibles in mergers and acquisitions, identify common errors in valuation and analyse various reasons for failures in mergers in order to avoid failures in mergers and acquisitions and to equip them in taking efficient decisions regarding mergers.

**Learning Outcome:**

This course will enable the student to

- understand the rationale and motivation of mergers
- gain insight into the decision processes and execution of mergers
- evaluate the consequences of corporate mergers and restructuring
- understand different valuation methods
- value different assets of the business including intangibles
- minimize errors during valuation of assets

**Course Contents:**

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Mergers, Types of Mergers, Reasons for Merger, Advantages and Disadvantages of Mergers, Amalgamation in National Interest by Central Government	10	25
	2.	Legal Aspects of a Merger, Taxation Aspects, Costs and Benefits of a Merger, Cash and Stock Compensation, Commonly used bases for determining Exchange Ratio		
II	3.	Acquisition – Process and Managing of an Acquisition, Indirect Acquisition	10	25
	4.	Takeovers, Regulation of Takeovers, SEBI Takeover Code, Anti-takeover Defences, Hostile Takeovers		
III	5.	Business Alliances – Joint Ventures, Strategic Alliances, Licensing, Franchising Alliance, Rationale for Business Alliances	10	25
	6.	Divestitures, Demergers, Reverse Mergers, Equity Carve out, Leveraged buyout, Management Buyout		
IV	7.	Valuation of the company in the process and after the merger – Valuation Methods – Valuation of Goodwill – Valuation of Brands – Valuation of Human Resources - The impact of Mergers on the performance of the company: market capitalization, book value, earnings per share, economic value added.	10	25
	8.	Integration of companies in mergers and acquisitions. Compatibility issues of		



	production, financial, organizational structure, personnel, organizational culture. The reasons for failures of mergers and acquisitions.		
	<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

Aswath Damodaran, *Investment Valuation*, Wiley Finance, 2012

Barbara Petit and Kenneth Ferris, *Valuation for Mergers and Acquisitions*, Pearson, 2013

Jay M Desai, Nisarg A Joshi, *Mergers and Acquisitions*, Dreamtech Press, 2012

KavitaShetty, Sharad Kale, Rajinder S Aurora, *Mergers and Acquisitions*, Oxford University Press, 2011

Mark Thomas, *Mergers and Acquisitions: Confronting the Organisation and People Issues*, Viva Books, 2009

Patrick A. Gaughan, *Mergers, Acquisitions, and Corporate Restructurings*, 2010

Rajesh Kumar. B, *Mergers and Acquisitions - Text and Cases*, Tata McGraw - Hill Education, 2011

Robert F. Bruner, *Applied Mergers and Acquisitions*, Wiley Finance, 2004

Tim Koller, Marc Goedhart, David Wessels, *Valuation: Measuring and Managing the Value of Companies*, John Wiley and Sons, 2010

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1. Indian Journal of Finance (ISSN 0973 – 8711)
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### URL:

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<http://www.ifmr.ac.in>  
<http://www.theindianbanker.co.in>

### Semester: IV

**Paper No: 3 (F7)**

**Course code: 4003**

**Paper: Financial Derivatives**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

## Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.*

## Course Outcome:

On completion of this course, students will be able to analyse risks in various financial products, understand the importance to mitigate risks and use derivatives as a tool to hedge the risks involved in financial products, use valuation models for options and futures and apply different trading strategies in the futures and options market.

## Learning Outcome:

This course will enable the student to

- understand the different risks involved in various financial products
- use derivatives as a hedging tool to mitigate the risks involved
- understand various types of contracts and their significance in the context of trading
- apply trading and valuation strategies and some of the commonly used models

## Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Risk; Types of Risk; Risk Identification and Management; Risk Management and Financial Derivatives	10	25
	2.	Basics of Derivatives; Evolution of Derivatives Market; Types of Derivatives; Significance of Derivatives; Risk in Derivatives Market, Players in Derivatives Market; Indian Derivatives Market		
II	3.	Forward Contracts - Meaning, Valuation of Forward, Limitations of Forward markets Futures Contracts - Significance of Futures Contract, Terms used in a Futures Contract, Difference between Forwards and Futures. Futures Payoff, Futures Pricing	10	25
	4.	Equity/Index Futures, Meaning of Index, Types of Index, Indices in India, Uses of Index Futures		
III	5.	Options; Difference between Futures and Options; Types of Option Contracts; Options Terminology; Pay-off in options; Trading strategies; Option Valuation Strategies; Binomial Model; The Black and Scholes Model	10	25

IV	6.	Commodity Derivatives; Structure of commodity exchanges; Hedging using commodity futures; Currency Derivatives; Credit Derivatives; Swaps	10	25
	7.	Ethical Issues in Financial Derivatives		
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

AshwaniGujral, *How to Make Money Trading Derivatives: An Investor's Guide*, Vision Books, 2012

Gupta S. L., *Financial Derivatives: Theory, Concepts and Problems*, PHI Learning Pvt. Ltd., 2005

Hull, *Fundamentals of Futures and Options Markets*, Prentice Hall, 2013

Jayanth Rama Varma, *Derivatives and Risk Management*, Tata McGraw Hill, 2008

Kumar S. S. S., *Financial Derivatives*, PHI Learning, 2007

Nick Battley, *Introduction to Commodity Futures and Options*, McGraw Hill, 1995

Patwari D. C., *Options and Futures: Indian Perspective*, Jaico Publishing House, 2001

Somanathan T.V., *Derivatives*, Tata McGraw Hill, 1998

SundaramJanakiramanan, *Derivatives and Risk Management*, Pearson Education, 2011

Waldron Richard, *An Introduction to Commodity Trading*, Squantum Publishing, 2011

### Journals:

1. Indian Journal of Finance (ISSN 0973 – 8711)
2. Finance India (ISSN 0970 – 3772)

### URL:

<http://www.bseindia.com/>

<http://www.nseindia.com/>

[http://www.nseindia.com/education/content/module\\_ncfm.htm](http://www.nseindia.com/education/content/module_ncfm.htm)

<http://irjbm.org/>

### Semester: IV

**Paper No: 4 (F8)**

**Course code: 4004**

**Paper: International Finance**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.*

### **Course Outcome:**

On completion of this course, students will be able to get an overview of the different international financial institutions, understand the different export policies, promotion strategies, promotion measures and the role of different organisations to promote international trade finance, and understand the foreign exchange market and the currency derivatives market.

### **Learning Outcome:**

This course will enable the student to

- understand the nuances of flow of funds in an international economy
- determine exchange rate and understand the management of international funds
- understand the working of some of the International Financial Institutions

### **Course Contents:**

<b>Module</b>	<b>No.</b>	<b>Topic</b>	<b>Contact Hours</b>	<b>Weightage (%)</b>
I	1.	Globalization, Multinational Firm, Capital Flows, International Financial Institutions – International Monetary Fund (IMF), World Bank (WB) Groups, International Finance Corporation (IFC), Asian Development Bank (ADB), and BRICS Bank.	10	25
	2.	India's Foreign Trade – Promotion and Control; India's economy in global perspective; India's External Debt; Export Promotion Strategy and Policy; Export Promotion measures, Commercial Policy, Non-Resident Investments and Accounts.  The Export Import Bank of India (EXIM) – Its functions, resources, organisation, management and current operations.  Export Credit Guarantee Corporation (ECGC) – Its functions, policy, management and current operations.  Financing of foreign trade; Types of credits, guarantees, bid bonds, etc., Mechanism of operations.  Foreign exchange controls and maintenance.		

II	3.	Economic union and trade agreements Theory of Custom Union. Political economy of trade barriers. Protection in world trade – a historical perspective. International Trade Organisation (ITO), World Trade Organization (WTO), Kennedy Round, UNCTAD, Generalised System of Preferences (GSP). Tokyo Round, New International Economic order, Brandt Commission and economic integration, Uruguay Round, Doha, North South divide and dialogue. European Economic Community (EEC) and integration 1992. Impact of currency blocks on world trade and exchange.	10	25
	4.	Balance of payments, Definition, Component of Balance of payments, Current Account, Balance of payments Models, Basic balance, Disequilibrium in Balance of payments. Measures to correct disequilibrium in Balance of payments.		
III	5.	International Capital Markets, International Credit and Money Markets, International Bond Market, International Equity Markets, Globalization and Market Integration	10	25
	6.	The Foreign Exchange Market; Participants in Foreign Exchange Market, Spot rates and forward rates; Nominal, real and effective exchange rates; Alternative Exchange Rate Regimes; Foreign Exchange Intervention; Determination of Spot Exchange Rate and Future Exchange Rate		
IV	7.	Mechanics of Foreign Exchange Markets Contracts, Credits and Documentation; Sale and Purchase Contracts; Risk in International trade transactions; Payments under trade contracts. Documentary credits. Types of credits. Important credit clauses. Procedure for establishing credits. Documents in foreign trade. Financial, Commercial, transport, insurance and other documents. Arbitration and conciliation.	10	25
	8.	The basics of currency trading; Foreign exchange dealers. Clearing, hedging, speculation in foreign exchange markets. Forward exchange rate, forward and spot exchange rates. Factors causing exchange rate-fluctuations		
	9.	Currency Options, FRA, IRS and Currency Swaps.		
	10.	Ethical Issues in International Financial Management		

		<b>Total</b>	<b>40</b>	<b>100</b>
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### Reference Books:

- Apte, P. G, *Multinational Financial Management*, Tata McGraw Hill, 2008
- Avadhani V.A., *International Financial Management*, Himalaya Publishing, 2013
- Bekaert and Hodrick, *International Financial Management*, Prentice Hall, 2011
- Keith Pilbeam, *International Finance*, Palgrave Macmillan, 2009
- Madura, *International Corporate Finance*, South Western College, 2011
- Rajwade A.V., *Cash and Derivatives Markets in Forex*, Tata McGraw Hill, 2010
- Rajwade A.V., *Foreign Exchange, International Finance, Risk management*, Academy of Business Studies, 2008
- Shapiro, Allen C., *Multinational Financial Management*, Prentice Hall, 2008
- Sharan, V, *International Financial Management*, Prentice Hall, 2009
- ThummulSiddaiah, *International Financial Management*, Pearson Education, 2012

### Journals:

Foreign Trade Review - Quarterly Journal of Indian Institute of Foreign Trade

### URL:

<http://www.sagepub.in/journals/Journal202204?productType=Journals&subject=B00&sortBy=sortTitle%20asc&fs=1>

<http://www.iibf.org.in>

<http://www.ifmr.ac.in>

<http://www.theindianbanker.co.in>

### Semester: IV

**Paper No: 5 (F9)**

**Course code: 4005**

**Paper: Taxation**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to apply the concepts and the rules and regulations of taxation to compute the income under different heads of income, apply the statutory deductions applicable on Gross total income, understand the structure of indirect taxation in India and analyse the impact of taxation on financial and operating decisions of the company.

### Learning Outcome:

This course will enable the student to

- understand the basic concepts of taxation
- compute income under different heads of income
- apply statutory deductions from Gross total income
- gain an overview of Indirect Taxation

### Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	<b>Direct Taxation:</b> Scope of Income Tax Definitions / Concepts. (To the extent necessary to compute taxable income & wealth). Residential status and scope of income – Incidence of Taxation.	10	25
II	2.	Heads of Income and computation there under: Salaries House property Business income Capital Gains including LTCG Other sources	10	25
III	3.	Exclusions from Total Income	10	25
	4.	Deduction from Gross Total Income		
		Impact of various direct taxes on Financial and Operational Decisions		
IV	5.	<b>Indirect Taxation:</b> Indirect tax structure in India – GST, CGST, SGST Impact of various indirect taxes on Financial and Operational Decisions. FATCA of US (has implications on residents/non-residents having income from abroad).	10	25
		<b>Total</b>	<b>40</b>	<b>100</b>

### Reference Books:

Ainapure, Direct & Indirect Tax, MananPrakashan , 2012

Datey V.S., Indirect Taxes Law and Practice, Taxmann , 31st Edition

Prasad B. , Income Tax Laws and Practice , WishwaPrakashan, 1996

**Semester: IV**

**Paper No: 6 (F10)**

**Course code: 4006**

**Paper: Behavioral Finance**

**Marks: 50 (Internal 25 + External 25)**

**Credits: 2**

**Semester End Examination: 25 Marks**

**Continuous Internal Evaluation: 25 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.*

**Course Outcome:**

On completion of this course, students will be able to analyse the behaviour of individuals and institutional investors in the finance markets, find how emotions, social interactions, etc. affect behaviour of investors, understand the biases that caused the making of errors in financial decision making, and analyse the relationship between behavioural finance and any event such as a financial crisis

**Learning Outcome:**

This course will enable the student to

- appreciate the limitations of 'rational' models of investment decision making
- understand alternate framework for price discovery in the markets
- identify persistent or systematic behavioral factors that influence investment behaviour

**Course Contents:**

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Overview of behavioral finance, Investment Decision Cycle: Judgment under Uncertainty Overconfidence and individual investors, Overconfidence and professional investors Disposition effect, Brief History of Rational Thought, Paradoxes	10	25



	2.	Utility/ Preference Functions: Expected Utility Theory [EUT], Risk perceptions, Prospect theory, Decision frames		
	3.	Financial Decision making errors – Biases that caused these errors - Information Screening Biases - Information Processing: Bayesian Decision Making, Heuristics and cognitive biases - Forecasting Biases, Mental accounting Familiarity and representativeness		
II	4.	Behavioral portfolio management	10	25
	5.	Herding Social interaction		
	6.	Emotions and investment decisions		
	7.	Behavioral biases and corporate decision-making (Valuation, capital budgeting, and capital structure) Behavioral biases and corporate decision-making (Dividend policy and mergers and acquisitions)		
	8.	Psychological phenomena, corporate governance and group process Behavioral finance and the financial crisis		
		Total	<b>20</b>	<b>50</b>

### Reference Books

Parag Parikh, Value Investing and Behavioral Finance, Tata McGraw Hill, 2009

M.M.Sulphery, Behavioural Finance, PHI Learning, 2014

William Forbes, Behavioural Finance, Wiley and Sons

### Semester: IV

**Paper No: 7 (F11)**

**Course code: 4007**

**Paper: Research Project (Year Long Project)**

**Marks: 100 (100 % Internal Evaluation)**

**Credits: 4**

**Application Based/ Research Project: 100 Marks**

### Learning Outcome:

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

### Evaluation:

Evaluation will be 100% internal.

**Continuous Internal Evaluation: 50 Marks**  
**Semester End Evaluation: 50 Marks**

<b>Module</b>	<b>No.</b>	<b>Topic</b>	<b>Contact Hours</b>	<b>Weight age (%)</b>
I	1.	Research	500	100