

**MBA- Financial Services**

The MBA in Financial Services applies the latest management theories to one of the largest and most important sectors of the economy – financial services. The economic, strategic, marketing, financial, and operational aspects of the various products and institutions associated with banking, insurance, and investment will be analysed in detail. The programme enables to develop the essential knowledge and skills to operate successfully in the industry – skills that could not be obtained through work experience alone.

Subject Code	Subject	Credits	Subject Code	Subject	Credits
<b>SEMESTER I</b>			<b>SEMESTER III</b>		
<b>MBA-01</b>	Managerial Tasks and Behavioural Dynamics	5	<b>MBA-13</b>	Research Methodology	5
<b>MBA-02</b>	Corporate Communication and Managerial Economics	5	<b>MBA-14</b>	Total Quality Management	5
<b>MBA-03</b>	Legislative Framework of Business	5	<b>MBA-15</b>	International Business Management	5
<b>MBA-04</b>	Accounting and Taxation for Managers	5	<b>FS-01</b>	Working Capital Financial Analysis and Control	5
<b>MBA-05</b>	Quantitative Techniques for Managerial Decisions	5	<b>FS-02</b>	Capital Investment Management	5
<b>MBA-06</b>	Business Development and Entrepreneurship	5	<b>FS-03</b>	Portfolio and Security Analysis	5
<b>SEMESTER II</b>			<b>SEMESTER IV</b>		
<b>MBA-07</b>	Human Asset Management	5	<b>FS-04</b>	International Financial Management	5
<b>MBA-08</b>	Corporate Finance and Services	5	<b>FS-05</b>	Investment & Derivatives Market	5
<b>MBA-09</b>	Marketing Planning and Management	5	<b>FS-06</b>	Strategic Financial Management	5
<b>MBA-10</b>	Production Technology and Industrial Engineering	5	<b>FS-07</b>	Financial Risk Management and Insurance Services	5
<b>MBA-11</b>	Information Science for Managers	5	<b>FS-08</b>	Financial Institutions and Service Management	5
<b>MBA-12</b>	Strategic Management and Corporate Governance	5	<b>MBA-16</b>	Project Work	6
				Viva voice	3
Grand Total					124

**SUBJECT CODE: MBA-01**

**SUBJECT: MANAGERIAL TASKS AND BEHAVIOURAL DYNAMICS**

This course helps to prepare the students to understand the basic application of managerial functions in day to day operations and activities of corporate and business enterprises.

**OBJECTIVES:**

1. To understand the role and responsibilities of manager
2. To learn the process of management in corporate enterprises.
3. To comprehend the behavior of others and adapt to managerial success.
4. To make the students to equip the necessary changes and developments in an organization.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK 1        MANAGERIAL FUNCTION AND RESPONSIBILITIES**

- Unit 1: Manager Role, Responsibilities and Tasks
- Unit 2: Managerial Functions and Their Characteristics
- Unit 3: Evolution of Management and Schools of Thought
- Unit 4: Social Responsibilities and Business Ethics & Corporate Governance

**BLOCK 2        PLANNING AND ORGANIZING FUNCTION**

- Unit 1: Planning Nature, Types and Process
- Unit 2: Decision Making and MBO
- Unit 3: Organizing Principles and Structural Design
- Unit 4: Delegation, Span of Control, Decentralization, Line and Staff Authority

**BLOCK 3        DIRECTING, CONTROLLING AND CO ORDINATION**

- Unit 1: Directing, Motivating, And Leadership
- Unit 2: Controlling Nature and Techniques
- Unit 3: Co Ordination the Essence of Management
- Unit 4: Contemporary Trends in Management

**BLOCK 4        INTRODUCTIONS TO BEHAVIOURAL DYNAMICS**

- Unit 1: Evolution, Challenges and Opportunities of Organization Behaviour
- Unit 2: Personality and Behavioural Assessment
- Unit 3: Emotions and Learning
- Unit 4: Perceptions and Stress Management

**BLOCK 5        ORGANIZATIONAL BEHAVIOURAL DYNAMICS**

- Unit 1: Change Management
- Unit 2: Organizational Climate
- Unit 3: Management of Conflicts
- Unit 4: Organizational Development Interventions

**REFERENCE BOOKS:**

1. Peter F Druker, Management Tasks and Responsibilities, Truman Talley Books, New York.
2. Stephen P Robbins, Fundamental of Management, Pearson 2003
3. Koontz & Weirich, Essentials of Management, Tata McGraw Hill, New Delhi
4. Stephen P Robbins, Organization Behaviour, Prentice Hall Of India, 6<sup>th</sup> Edition
5. C B Gupta, Management Principles And Practice, Sultan Chand & Sons, New Delhi
6. L M Prasad, Organization Behaviour, Sultan Chand & Sons, New Delhi
7. Consumer Behaviour- Leon Schiffman, Lesslie Lazar Kanuk-Pearson/PHI,8/E
8. Consumer Behaviour- Hawkins, Best, Coney-TMH,9/e,2004
9. Consumer Behaviour in Indian Perspective – Suja Nair – Himalaya Publishers, 2004
10. Consumer Behaviour- Satish k Batra & S H H Kazmi, Excell Books
11. Customer Relationship Management- Peeru Ahamed & Sagadevan Vikas Publishing

**SUBJECT CODE: MBA-02**

**SUBJECT: CORPORATE COMMUNICATION AND MANAGERIAL ECONOMICS**

This course enables the students to develop their communication and analytical abilities in terms of effective presentation and economic uncertainties by applying modern and contemporary tools and techniques for competitive advantage.

**OBJECTIVES**

1. To adopt the modern application of communication and presentation of ideas
2. To understand the basic principles of effective correspondence and idea generation.
3. To make the decision and evaluation through application of economic tools and techniques.
4. To equip and adapt the changing and challenging environmental threats and opportunities.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK 1 CONCEPT OF CORPORATE COMMUNICATION**

Unit 1: Meaning Importance Principles and Objectives Of  
Communication

Unit 2: Verbal and Non Verbal Communication

Unit 3: Speech & Technical and Non Technical Presentation

Unit 4: Group Discussion, Conference and Interview  
Techniques

**BLOCK 2 APPLICATION OF COMMUNICATION IN BUSINESS**

Unit 1: Business Letters: Concept And Introduction

Unit 2: Inquiries, Circulars, Quotation, Order, and  
Acknowledgement

Unit 3: Complaints, Collection, Memos, Minutes and Resume  
Preparation

Unit 4: Banking, Insurance, and Sales Correspondences

**BLOCK 3 INTRODUCTIONS TO MANAGERIAL ECONOMICS**

Unit 1: Managerial Economics Role and Responsibilities

Unit 2: Law of Demand and Elasticity Of Demand

Unit 3: Utility Analysis and Indifference Curve

Unit 4: Demand Forecasting and Demand Distinctions

**BLOCK 4 PRODUCTIONS, COST AND MARKET STRUCTURE**

Unit 1: Production Functions and Laws of Returns

Unit 2: Cost Functions and Marginal Cost Theory

Unit 3: Market Structure and Price Determination

Unit 4: Pricing Strategies and Techniques

## **BLOCK 5 ENVIRONMENTAL ASSESSMENTS AND DIAGNOSIS**

Unit 1: Corporate Environment and Assessment

Unit 2: Indian Economic Environment

Unit 3: International Trade and Trends

Unit 4: Money, Banking, Inflation and Business Cycles

## **REFERENCE BOOKS**

1. Rajendrapal, Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi,
2. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002
3. Varshney & K L Maheshwari, Managerial Economics, Sultan Chand & Sons, New Delhi
4. N S Raghunathan & B Santhanam, Business Communication, Margham Publication, Chennai.
5. Business Communication - Asha Kaul (2000), New Delhi, Prentice Hall of India
6. Effective Business Communication - Murphy and Hildebrandt (1991),  
New York: McGraw Hill
7. Communication in India : Some Observations and Theoretical  
implications - J.S. Yadava, IIMC
8. Communication Theory: Eastern and Western perspective- Lawrence D.

**SUBJECT CODE: MBA-03**

**SUBJECT: LEGISLATIVE FRAMEWORK OF BUSINESS**

This course presents the rules and conduct of business in terms of legislative framework. This study helps the manager to lead the business in a smooth and orderly manner as per the legal prescription by the Indian Government.

**OBJECTIVES**

1. To understand the nature of laws governing the Indian business.
2. To understand the economic and labour laws pertaining to corporate perspectives.
3. To govern the business as per the legislative requirements.
4. To examine the recent requirements of the government from the business.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK 1        ELEMENTS OF BUSINESS LEGISLATION**

- Unit 1: The Contract Act 1872, And Their Special Contracts
- Unit 2: Indian Partnership Act 1932
- Unit 3: Sale of Goods Act 1930
- Unit 4: Negotiable Instruments Act 1881

**BLOCK 2        ELEMENTS OF ECONOMICS LEGISLATION**

- Unit 1: Information Technology Act 2000
- Unit 2: The Consumer Protection Act 1986
- Unit 3: The Environment Protection Act 1986
- Unit 4: Competition Law 2002
- Unit 5: Intellectual Property Tax Laws

**BLOCK 3        BANKING AND INSURANCE LAWS**

- Unit 1: The Banking Regulation Act 1949
- Unit 2: The Reserve Bank of India Act 1934
- Unit 3: The Insurance Act and IRDA Regulations

**BLOCK 4        LABOUR LEGISLATION**

- Unit 1: Factories Act 1948 & Workmen Compensation Act 1923
- Unit 2: Employee State Insurance Act 1948 & EPF and Miscellaneous Provisio`n Act 1952
- Unit 3: Industrial Disputes Act 1947 & Trade Union Act 1926
- Unit 4: The Minimum Wages Act 1948 & the Payment of Wages Act 1936
- Unit 5: The Payment Of Bonus Act 1965 & The Payment Of Gratuity Act 1972.

## **BLOCK 5      CORPORATE LEGISLATION**

Unit 1: The Indian Companies Act 1956

Unit 2: The Securities Contracts and Regulation Act 1956

Unit 3: sebi rules

## **REFERENCE BOOKS**

1. N D Kapoor, elements of mercantile law, sultan chand & sons, New Delhi.
2. Essential bare acts
3. Majumdar, G k Kapoor, corporate laws and secretarial practice, taxmann publication, new delhi
4. M tannan, banking law and practice,
5. Business Law – S.S. Gulshan
6. Saravanavel & Sumathi- Business Law for Management – HPH
7. M C Kuchhal -Business Law -Vikas, 4/e, 2005
8. BARE ACTS -
  - Indian Contract Act 1872
  - Negotiable Instruments Act 1881
  - Indian Partnership Act 1932
  - Foreign Exchange Management Act 1999
  - Sale Of Goods Act 1930
  - Consumer Protection Act 1986
  - Information Technology Act 2000
  - Companies Act 1956
  - Environmental Protection Act 1986
  - Right To Information Act

**SUBJECT CODE: MBA-04**

**SUBJECT: ACCOUNTING AND TAXATION FOR MANAGERS**

This course enables the students to acquaint the knowledge of application of accounting and financial process of organization framework. It also enables to assess and evaluate the financial results for future organization.

**OBJECTIVES**

1. To understand the basic ideology of recording, classifying and summarizing financial records.
2. To assess and diagnose the financial condition and position of business results.
3. To apply the costing and managerial tools and techniques for decision making.
4. To ensure the tax laws governing the business conditioning and regulation.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK 1 BASIC ACCOUNTING CONCEPTS AND PRINCIPLES**

Unit 1: Accounting Principles and Theory

Unit 2: Indian Accounting Standards

Unit 3: Users of Accounting Information and Accounting Equation

Unit 4: Double Entry Principles – Journal, Subsidiary Books,  
Ledger and Trial Balance

**BLOCK 2 FINANCIAL STATEMENTS ANALYSIS**

Unit 1: Financial Statements – Corporate and Non Corporate Bodies

Unit 2: Financial Statement Analysis and Ratio Analysis

Unit 3: Funds Flow and Cash Flow Analysis

**BLOCK 3 COST ACCOUNTING**

Unit 1: Elements of Cost and Cost Statement

Unit 2: Marginal Costing and Break Even Analysis

Unit 3: Budgeting and Budgetary Techniques

Unit 4: Standard Costing and Variance Analysis

**BLOCK 4 MANAGEMENT ACCOUNTING**

Unit 1: Long Term Investment Appraisal

Unit 2: Costing For Decision Making

Unit 3: Process and Service Costing

Unit 4: Responsibility Accounting and Transfer Pricing

**BLOCK 5 TAXATION FOR MANAGEMENT**

Unit 1: Taxation Principles and System

Unit 2: Direct Taxation: The Income Tax Act 1961 and Wealth Tax Act



Unit 3: Indirect Taxation: Central Excise, Central Customs and Sales Tax Act

Unit 4: service tax

**RECOMMENDEND TEXT BOOKS**

1. M C Shukla, T S Grewal, S C Gupta, Advanced Accounts, Sultan Chand & Company, New Delhi
2. Saxena & Vashist, Cost and Management Accounting, Sultan Chand & Sons, New Delhi
3. S P Jain and K L Narang Advanced Accountancy, Kalyani Publishers, New Delhi.
4. Vinod K Singhania, Kapil Singhania, Direct Tax Laws, Tax Mann Publications,
5. V S Datey, Indirect Taxation, Taxmann Publications. New Delhi.
6. Cost Accounting - Khan & Jain
7. Management Accounting 3rd Ed. - Khan & Jain
8. Theory & Problems in Management & Cost Accounting - Khan & Jain
9. Cost Accounting - Jawaharlal

**SUBJECT CODE: MBA-05**

**SUBJECT: QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS**

This course presents the various statistical and optimization models for managerial application

**OBJECTIVES**

1. To understand the fundamentals of the quantitative techniques and tools
2. To learn the optimal allocation of resources by mathematical modeling,
3. To estimate the likelihood of chances and probability application in business.
4. To evaluate the resources availability and utility by resource optimization and allocation techniques.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK 1 BASIC STATISTICAL ANALYSIS**

Unit 1: Meaning Of Statistics, Data Types and Collection

Unit 2: Tables, Graphs and Frequency Distribution

Unit 3: Measures of Central Tendency, Variation and Skewness

Unit 4: correlation and regression

**BLOCK 2 THEORIES OF PROBABILITY AND DECISION MAKING**

Unit 1: Theory of Probability and Probability Distribution

Unit 2: test of hypothesis – t test, f test and chi square test.

Unit 3: Statistical Decision Making

Unit 4: Time Series and Index Numbers

**BLOCK 3 RESOURCE OPTIMIZATION TECHNIQUES - I**

Unit 1: Operation Research and Linear Programming – Meaning and Uses

Unit 2: Graphical Method

Unit 3: Simplex Method

Unit 4: dual programming

**BLOCK 4 RESOURCE OPTIMIZATION TECHNIQUES - II**

Unit 1: Assignment

Unit 2: Transportation

Unit 3: Inventory Models

Unit 4: Replacement and Sequence Analysis

**BLOCK 5 RESOURCE OPTIMIZATION TECHNIQUES - III**

Unit 1: game theory

Unit 2: queuing theory

Unit 3: pert and cpm

Unit 4: simulation

## **REFERENCE BOOKS**

1. Richard L Levin & David S Rubin, Statistics for Management,
2. S P Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi
3. U K Srivatsava, G V Shenoy, S C Sharma, Quantitative Techniques for Managerial Decision, Prentice Hall Of India, 2<sup>nd</sup> Edition,
4. V K Kapoor, Operation Research, Sultan Chand & Sons, New Delhi.
5. Statistics and Quantitative Techniques - M.G.Dhaygude
6. Operations Research - V.K.Kapoor
7. Operations Research - J.K.Sharma
8. Quantitative Techniques - N.D.Vohra
9. Introduction to Operations Research – Hiller
10. Introduction to Operations Research - Gillett

**SEMESTER 1: SUBJECT CODE: MBA-06**

**SUBJECT: BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP**

The purpose of this course is to provide a strong theoretical framework for business innovation, development and growth issues for initiation of new business ideas. It also helps to develop the skills to start a new venture and becomes entrepreneur in future career.

**OBJECTIVES:**

1. To prepare a groundwork for business creation, development and initiation.
2. To build the necessary caliber and competencies for running and conducting new business.
3. To help the students to prepare desirable and feasible project report for business project.
4. To create new ideas for successful entrepreneurship and launching technical know how in a pragmatic business application.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK I BUSINESS INNOVATION AND CREATIVITY**

- Unit 1: Skills and Styles of Innovation and Creativity
- Unit 2: Creative Organization
- Unit 3: Functional Innovation
- Unit 4: Personal Innovation and Self Awareness Plan

**BLOCK II ENTREPRENEURSHIP**

- Unit 1: Role and Functions of Entrepreneurs
- Unit 2: Entrepreneurial Competencies and Culture
- Unit 3: Entrepreneurial Motivation and Performance
- Unit 4: Women and Social Entrepreneurship

**BLOCK III BUSINESS IDEAS**

- Unit 1: Sources of Business Ideas
- Unit 2: Business Planning and Measurement of Success
- Unit 3: Commencement of Internet Business
- Unit 4: Presentation of Feasibility Report

**BLOCK IV ENTREPRENEURIAL TRANSITITONS**

- Unit 1: Entrepreneurial Growth and Management Structure
- Unit 2: Legal and Intellectual Property Issues
- Unit 3: Venture Capital and Entrepreneurial Finance
- Unit 4: Crisis and Symptoms of Business Failures

**BLOCK V INSTIUTIONAL FRAMEWORK OF ENTREPRENEUR**

- Unit 1: Role of Government for Promotion of Entrepreneur
- Unit 2: Agencies for Entrepreneurship Development
- Unit 3: Turnaround Strategies and Rehabilitation Measures
- Unit 4: Global Entrepreneurship

**REFERENCE BOOKS:**

1. Bellon Whittington, "Competing Through Innovation", Prentice.
2. Peter F Drucker, "Innovation and Entrepreneurship"
3. Vasant Desia, Management of Small Scale Enterprise, Himalaya Publishing House, New Delhi.
4. J C Verma and Gurpal Singh, Small Business and Industry – A Handbook for Entrepreneurs, Sage Publications, New Delhi.
5. Brandt, Steven C., The 10 Commandments for Building a Growth Company, ThirdEdition, Macmillan Business Books, Delhi, 1977
6. Bhide, Amar V., The Origin and Evolution of New Businesses, Oxford University Press, New York, 2000.
7. Desai, Vasant, Small Scale Enterprises Vols. 1-12, Mumbai, Himalaya Publishing House. (Latest edition).
8. Dollinger, Mare J., Entrepreneurship: Strategies and Resources, Illinois, Irwin,1955.
9. Holt, David H., Entrepreneurship: New Venture Creation, Prentice-Hall of India,New Delhi, latest Edition.

**SUBJECT CODE: MBA-07**

**SUBJECT: HUMAN ASSET MANAGEMENT**

This course will help the students to explore, recognize and analyse the multiple paradoxes related to the study and application of human resource as an asset in an organization. This course will help the students to understand the basic nature, functions, activities, operations and complexities of human resource management in the corporate realm.

**OBJECTIVES:**

1. To introduce conceptual and theoretical foundations of human resource management.
2. To aware the importance of human and recognize as an asset in an organization.
3. To acquire the skills of interaction and execution of managerial duties with the help of human resources.
4. To understand the values and utilities of human resources in an competitive environment.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK 1: HUMAN RESOURCE – INTRODUCTORY PERCEPTION**

Unit 1: Human resource management – concept, scope, objectives,  
philosophy and trends

Unit 2: Functions organization and environment of human resource management

Unit 3: HRM models, theories, approaches and fish bone diagram approach

**BLOCK 2: PROCUREMENT AND ACQUISITION OF HUMAN RESOURCES**

Unit 1: Human Resource Planning, Inventory and Forecasting Techniques

Unit 2: Job Analysis and Employment Security

Unit 3: Recruitment, Selection, Placement, Induction and Socialization

**BLOCK 3: DEVELOPMENTS OF HUMAN RESOURCES**

Unit 1: Employee Training

Unit 2: Executive Development and Managerial Growth

Unit 3: Career Planning and Management

Unit 4: Promotion, Transfer and Separation

Unit 5: Performance Appraisal and Merit Rating

**BLOCK 4: WAGES AND SALARIES ADMINISTRATION**

Unit 1: Theory of wages and job evaluation

Unit 2: Pay plans and executive compensation

Unit 3: Performance and financial incentives

Unit 4: Benefits and services and employee commitment

## **BLOCK 5 : MAINTENANCE OF HUMAN RESOURCES**

Unit 1: Discipline Administration, Grievances and Industrial Relations

Unit 2: Collective Bargaining and Trade Unionism

Unit 3: Employee Health, Safety and Security Welfare Measures

Unit 4: Human Resource Audit, Accounting, Report and Information System

Unit 5: Human Resource Empowerment

## **REFERENCE BOOKS**

1. David A Decenzo & Stephen P Robbins, Personnel/Human Resource Management, Prentice Hall of India Ltd. Pearson.
2. N G Nair & Latha Nair, Personnel Management and Industrial Relations, Sultan Chand And Company New Delhi.
3. C B Mamaria and Mamaria, Personnel Management,
4. P C Tripathy, Human Resource Development, Sultan Chand & Sons, New Delhi
5. C B Gupta, Human Resource Management, Sultan Chand & Sons, New Delhi.
6. Chopra, S, and P. Meindl, 2004, *Supply Chain Management ? Strategy, Planning and Operation*, 2nd edition, Pearson Education (ISBN 81-297-0172-3).
7. Sople, V. V. (2004). *Logistics Management: Supply Chain Imperatives*, New Delhi: Pearson Education.
8. Verma M.M., *Materials Management*, New Delhi, S. Chand & Sons
9. Raghuram, G. and N. Rangaraj, 2000, *Logistics and Supply Chain Management: Cases and Concepts*, Macmillan, New Delhi

**SUBJECT CODE: MBA-08**

**SUBJECT: CORPORATE FINANCE AND SERVICES**

This course ensures to acquaint the students with the broad and contemporary framework of financial decision making in a corporate strategic business unit. This course also imbibes the modern tools and techniques of analytical information of finance.

**OBJECTIVES:**

1. To familiarize the changing environment of acquisition, allocation and distribution of financial resources.
2. To learn the importance of new tools and techniques of financial evaluation and decision variables.
3. To develop the skills of application of financial theories in the corporate market.
4. To aware the services and infrastructural facilities of financial system and markets.

**STRUCTURE OF THE COURSE CONTENTS**

**BLOCK 1 CORPORATE FINANCE AND VALUATION CONCEPTS**

- Unit 1: Corporate finance functions, scope, goals, organization and activities
- Unit 2: Concepts of valuation and return
- Unit 3: Portfolio theory, CAPM and Risk Diversification
- Unit 4: Corporate financial policy & strategy and shareholder value creation

**BLOCK 2 ACQUISITIONS OF CORPORATE FINANCIAL RESOURCES**

- Unit 1: Avenues of Short Term Fund Procurement
- Unit 2: Avenues of Long Term Fund Procurement
- Unit 3: Avenues of International Fund Procurement
- Unit 4: Indian and International Financial Environment

**BLOCK 3 ALLOCATIONS OF CORPORATE FINANCIAL RESOURCES**

- Unit 1: Investment Analysis and Capital Budgeting Process
- Unit 2: Cost of Capital and Leverage Analysis
- Unit 3: Capital Structure Theories and Debit Analysis
- Unit 4: Dividend Policy and Theories

**BLOCK 4 CORPORATE FINANCIAL SYSTEMS**

- Unit 1: Banking System in India
- Unit 2: Development banks
- Unit 3: Money market and capital market operations and their recent trends



## **BLOCK 5      CORPORATE FINANCIAL SERVICES**

Unit 1: Mutual funds and derivatives

Unit 2: Merchant banking and corporate counseling

Unit 3: Housing, leasing, consumer and export finance

Unit 4: Factoring, venture capital, credit rating and depositories

### **REFERENCE BOOKS:**

1. Van Horne, Financial Management and Policy, Prentice Hall of India Ltd.
2. I M Pandey, Financial Management, Vikas Publishing House, New Delhi
3. S N Maheshwari, Management Accounting and Financial Control, Sultant Chand & Sons, New Delhi
4. S Gurusamy, Financial Services, Vikas Publishing House, New Delhi
5. B Santhanam, Financial Services, Margham Publications, Chennai.
6. Saunders, Anthony, *Financial Markets and Institutions: A Modern Perspective*
7. Assigned Articles (provided in class and on blackboard)
8. The Wall Street Journal
9. Financial Calculator (TI BA II Plus Recommended)

**SUBJECT CODE: MBA-09**

**SUBJECT: MARKETING PLANNING AND MANAGEMENT**

This course presents the ideas of understanding market, marketing, marketing planning, organizing and controlling aspects in the current scenario. This study helps the modern marketers to arrange the resources strategically according to changing marketing needs and requirements.

**OBJECTIVES:**

1. To understand the fundamental concepts and approaches of marketing
2. To learn the buyer behavior and marketing segmentation
3. To familiarize the 4p's in marketing system
4. To learn about the market and marketing analysis.

**STRUCTURE OF THE COURSE CONTENTS**

**BLOCK 1    MARKETING CONCEPTS AND TASKS**

Unit 1: Customer value satisfaction and marketing tasks

Unit 2: Digitalization, customization and e marketing

Unit 3: Market and marketing research and information system

Unit 4: Concept, approaches and functions of marketing

**BLOCK 2    MARKETING STRATEGIC PLANNING**

Unit 1: Marketing Action Plans

Unit 2: Strategic Marketing Process

Unit 3: Marketing Audit and Evaluation System

Unit 4: Marketing Models and Competitor Analysis

**BLOCK 3    MARKETING PROGRAMMES**

Unit 1: Consumer Behavior

Unit 2: Marketing Segmentation

Unit 3: Services Marketing

Unit 4: Marketing Ethics and Legislation

**BLOCK 4    PRODUCT MANAGEMENT**

Unit 1: Meaning policy and development of product

Unit 2: Product line strategy

Unit 3: Product identification branding and packaging

Unit 4: Pricing of products

**BLOCK 5    MARKETING COMMUNICATION MANAGEMENT**

Unit 1: Sales Promotion Tools and Techniques

Unit 2: Advertising

Unit 3: Management of physical distribution

Unit 4: Sales force management

## **REFERENCE BOOKS**

1. Philip Kotler, Marketing Management Analysis, Planning and Control, Prentice Hall.
2. Guiltman J P & Gordon W P , Marketing Management Strategies & Programmes, Mc Graw Hill, New York.
3. Ramasamy & Namakumari, Marketing Management Planning, Control And Implementation, Macmillan India
4. SA Sherleker, Marketing Management, Vikas Publications.
5. S Jayachandran, Marketing Management, Tata Mc Graw Hill, 2003.
6. Border, N.H. and: Advertising Management-Text and Cases, Marshal, W.V Richard D. Irwin Inc. 1967.
7. Howard. J.M. : Consumer Behaviour in Marketing Strategies, Prentice Hall, 1989.
8. Montgomery, D.B.: Management Science in Marketing, & Urban. G.L. Prentice Hall, 197

**SUBJECT CODE: MBA-10**

**SUBJECT: PRODUCTION TECHNOLOGY AND INDUSTRIAL ENGINEERING**

This course focuses on basic managerial issues arising in the production and operations of both manufacturing and service industries. The objectives are to familiarize students with the problems and issues confronting production technology managers and to introduce language, conceptual models, and analytical techniques that are broadly applicable in confronting such problems.

**OBJECTIVES:**

1. To address rapid changes in technology application to production and industrial engineering management
2. To focus on some fundamental concepts and techniques of production system
3. To provide some significant background of pragmatic implementation of technology in managerial decision making.
4. To emphasize the theory of work design, product development, order delivery and customer service through by business process.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK 1: TECHNOLOGY OF PRODUCTION TECHNIQUES**

- Unit 1: Meaning and implication of technology
- Unit 2: Technology forecasting
- Unit 3: Machine tools process technology
- Unit 4: FMS, JIT, MRP –I, MRP-II and advanced techniques

**BLOCK 2: PRODUCTION PLANNING**

- Unit 1: Integrated Production Planning System
- Unit 2: Procurement Planning and Inventory Policy
- Unit 3: Scheduling and Optimization
- Unit 4: Production Monitoring System

**BLOCK 3: PRODUCTION DESIGN AND ECONOMICS**

- Unit 1: Facilities Location and Layout
- Unit 2: Capacity and Work System Design
- Unit 3: Management Information System for Production Technology
- Unit 4: Maintenance and Waste Management

**BLOCK 4: PRODUCTIVITY**

- Unit 1: Measurement of productivity
- Unit 2: Work study and sampling
- Unit 3: Cost reduction and value analysis
- Unit 4: Cost and financial impact of operational activities

## **BLOCK 5: INDUSTRIAL ENGINEERING**

Unit 1: Quality assurance

Unit 2: Methods of engineering and ergonomics

Unit 3: Manufacturing Automation

Unit 4: Materials Handling

Unit 5: Stores and Purchase Management

## **REFERENCE BOOKS**

1. Adam & Ebert, Production and Operation Management, Prentice Hall
2. Op Khanna, Industrial Engineering And Management, Dhanbat Rai & Sons, New Delhi
3. T Hill, Production/Operation Management, Prentice Hall, London
4. Berk J and Berk S, Total Quality Management, Implementing Continuous Improvement, Excel Books, New Delhi.
5. Chary S N, Production and Operation Management, Tata McGraw Hill, New Delhi.
6. Willie Harruner, Occupational Safety Management and Engineering, latest edition. Prentice-Hall. ISBN 0-13-629437-5.
7. M.S. Sanders, Human Factors in Engineering and Design, 7th Edition. McGraw-Hill, 1993.
8. R.S. Bridger, Introduction to Ergonomic. McGraw-Hill, ISBN 0-07-007741-X.
9. Laudon & Laudon, Management Information Systems: A Contemporary Perspective, latest edition. MacMillan, 1991.

**SUBJECT CODE: MBA-11****SUBJECT: INFORMATION SCIENCE FOR MANAGERS**

The purpose of this course is to present the fundamentals of the computer, data processing techniques, and concepts of e mail, e commerce and tele working. It helps the modern manager to process business applications in payroll generation, bill generation, e commerce and e communication or complicated decision making in computerized environment.

**OBJECTIVES:**

1. To know the development of computer & communication technology and its application in managerial decision making.
2. To learn the concept and need of system development in managerial work
3. To understand the impact of information technology in corporate environment.
4. To assess the changes and requirements of business appraisal in terms of information technology.

**STRUCTURE OF THE COURSE CONTENT****BLOCK 1: COMPUTER SYSTEM**

- Unit 1: Computer and data processing
- Unit 2: Computer peripherals and hardware
- Unit 3: Operating system an introduction
- Unit 4: Selection and analysis of computer system

**BLOCK 2 : MANAGEMENT INFORMATION SYSTEM**

- Unit 1: Structure and Development of MIS
- Unit 2: Prerequisites and Installation of MIS
- Unit 3: MIS Reports
- Unit 4: Computer Based MIS

**BLOCK 3: COMPUTER APPLICATIONS IN BUSINESS**

- Unit 1: electronic data processing system and flow charts
- Unit 2: computer application in accounting
- Unit 3: computer application in inventory control
- Unit 4: computer application in payroll

**BLOCK 4: SYSTEM ANALYSES AND DESIGN**

- Unit 1: System development phases
- Unit 2: Master development plan
- Unit 3: System documentation
- Unit 4: System implementation

## **BLOCK 5 DATA PROCESSING**

Unit 1: Data Representation

Unit 2: Data processing resources

Unit 3: Data processing standards and documentation

Unit 4: Data processing and EDP environment

## **REFERENCE BOOKS**

1. Davis Gordon B & Olson Margrethe H, Management Information System Tata Mc Graw Hill International Edition
2. Mundick Robert G, Ross, Joel E and Claggett, James R, Information Systems for Modern Management, Prentice Hall of India. New Delhi.
3. V K Kapoor, Information Technology and Computer Application, Sultan Chand & Sons, New Delhi.
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Management Information Systems, Schulthesis, Tata McGraw Hill
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

**SUBJECT CODE: MBA-12**

**SUBJECT: STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE**

This course helps the students to craft a strategy and choose a superior competitive position by analyzing and exploring conceptual frameworks and models to gain practical knowledge and application in management and execution arena.

**OBJECTIVES:**

1. To identify and choose the best strategy for competitive advantage
2. To explore models and paradigms for strategic insights.
3. To assess the critical conditions and challenging puzzles in business.
4. To incorporate the best governance practice in the world of corporate business.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK I INTRODUCTION TO STRATEGY**

- Unit 1: What Is Strategy And Strategic Management?
- Unit 2: Strategic Management Process and Models
- Unit 3: Role of Top Management and Board Of Directors
- Unit 4: Strategic Intent

**BLOCK II RESOURCES DYNAMICS**

- Unit 1: Scanning and Diagnosis of Environment
- Unit 2: Strategic Advantage Profile
- Unit 3: Corporate and Industry Analysis
- Unit 4: Business Level Strategies

**BLOCK III STRATEGIC IMPLEMENTATION AND CONTROL**

- Unit 1: Strategic Choice and Analysis
- Unit 2: Strategic Implementation
- Unit 3: Strategic Control and Audit
- Unit 4: International Strategic Issues

**BLOCK IV BUSINESS ETHICS**

- Unit 1: Concept of Business Ethics
- Unit 2: Value Based Organizations
- Unit 3: Discriminatory and Prejudicial Employee Practice
- Unit 4: Ecological Consciousness

**BLOCK V CORPORATE GOVERNANCE**

- Unit 1: Overview of Corporate Governance
- Unit 2: Directorial Competence and Board Effectiveness
- Unit 3: Disclosure and Investor Protection
- Unit 4: Corporate Reputation, Legitimacy and Crime



**REFERENCE BOOKS:**

1. Arthur A Thompson A J Strickland John E Gamble Arun K Jain Crafting And
2. Executing Strategy Concepts And Cases Tata Mcgraw- Hill Publishing 2006
3. Azhar Kazmi Business Policy And Strategic Management Tata Mcgraw- Hill Publishing 2002
4. Francis Cherunilam Strategic Management Himalaya Publishing House 1998
5. John A Pearce Richard B Robinson Strategic Management Tata Mcgraw- Hill Publishing 2005
6. M.Jeyarathnam Business Policy And Strategic Management Himalaya Publishing House 2007
7. Bhatia S K, Business Ethics And Managerial Values, Deep And Deep Publication, 2001.
8. Manual G Valasquez, Business Ethics – Concepts and Cases, Pearson Education, 2002.
9. N. Gopaldasamy, Corporate Governance, Wheeler Publishing, 1998.

**SUBJECT CODE: MBA-13**

**SUBJECT: RESEARCH METHODOLOGY**

This course enables the students to apply the theoretical knowledge in the pragmatic corporate environment to identify the solution to various managerial difficulties and complexities. This course presents the basic concepts and theories of research to choose the optimal decision in managerial problems.

**Objectives:**

1. To understand the basics of research methods in managerial and corporate areas.
2. To learn the techniques of assessment and evaluation of research design for managerial paradigm.
3. To aware the various methods of data analysis and application in its decision making.
4. To learn the format and presentation of research report

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK I RESEARCH AN INTRODUCTION**

Unit 1: Meaning and Types Of Research

Unit 2: Research Process

Unit 3: Problem Identification

Unit 4: Research Design

**BLOCK II SAMPLING DESIGN**

Unit 1: Meaning and Steps in Sampling

Unit 2: Types of Sampling

Unit 3: Data Collection

Unit 4: Data Processing

**BLOCK III TESTING OF HYPOTHESIS**

Unit 1: Meaning, Sources and Types of Hypothesis

Unit 2: Parametric Test of Hypothesis

Unit 3: Non Parametric Test of Hypothesis

Unit 4: Techniques of Measurement and Scaling

**BLOCK IV DATA INTERPRETATION AND REPORT PRESENTATION**

Unit 1: Meaning of Interpretation

Unit 2: Report Meaning and Types

Unit 3: Presentation of Report

Unit 4: Mechanics of Writing of Research Report

**BLOCK V SOFTWARE APPLICATION OF RESEARCH**

Unit 1: SPSS Application for Research Methodology

Unit 2: MS- Excel Application for Research Methodology

## **REFERENCE BOOKS**

1. C R Kothari, Research Methodology,
2. Donald R Cooper, And Pamela S Schindler, Business Research Methods, Tata Mcgraw Hill, New Delhi.
3. Rao K V, Research Methods for Management and Commerce, Sterling Publications.
4. P C Tripathy, Research Methods for Social Sciences, Sultan Chand & Sons, New Delhi.
5. Uma Sekeran, Research Methods for Business, Wiley Publications.
6. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
7. Saunders - Research Methods for Business students (Pearson Education, 2nd Edition, 2007)
8. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
9. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)

**SUBJECT CODE: MBA-14**

**SUBJECT: TOTAL QUALITY MANAGEMENT**

This course provides in depth understanding of problems and issues in total quality management. It also incorporates the managerial reasoning and analyzing in order to derive an appropriate course of action by focusing quality in products and services.

**OBJECTIVES:**

1. To understand the quality implication in business set up.
2. To ensure the principles and tools used in total quality management.
3. To create an awareness about the quality certification process.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK I CONCEPT OF QUALITY MANAGEMENT**

- Unit 1: Concept, Principles and Role of TQM Implementation.
- Unit 2: Quality Control Techniques
- Unit 3: Cost of Quality
- Unit 4: Kaizen and Continuous Improvement

**BLOCK II PRINCIPLES OF TQM**

- Unit 1: Customer Specification and Perception
- Unit 2: Employee Involvement and Retention
- Unit 3: Supplier Relationship Movement
- Unit 4: Service Quality

**BLOCK III QUALITY ANALYSES**

- Unit 1: Introduction to Statistics
- Unit 2: Statistical Control Charts
- Unit 3: Probability Estimation
- Unit 4: Measurement of Reliability and Sampling
- Unit 5: Experimental Designs

**BLOCK IV QUALITY SYSTEMS**

- Unit 1: ISO 9000
- Unit 2: Six Sigma
- Unit 3: Certification Requirements
- Unit 4: Standards for Quality

**BLOCK V BENCHMARKING AND QUALITY CIRCLE**

- Unit 1: Introduction to Benchmarking
- Unit 2: Quality function Deployment
- Unit 3: Quality Circle
- Unit 4: Quality Awards

**REFERENCE BOOKS:**

1. James Evans and William M Lidsay, The Management and Control of Quality, Thomson Learning, 2002
2. Narayana V and N S Sreenivasan, Quality Management-Concepts and Tasks, New Age International, 1996.
3. Shailendra Nigam, Total Quality Management, Excel Books, New Delhi.
4. James R.Evans & William M.Lidsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
5. Feigenbaum.A.V. "Total Quality Management, McGraw-Hill, 1991.
6. Oakland.J.S. "Total Quality Management Butterworth – Hcinemann Ltd., Oxford. 1989.
7. Zeiri. "Total Quality Management for Engineers Wood Head Publishers, 1991.
8. Feigenbaum.A.V. "Total Quality Management, McGraw-Hill, 1991.

**SUBJECT CODE: MBA15**

**SUBJECT: INTERNATIONAL BUSINESS MANAGEMENT**

This course is to impart special knowledge of global aspects of business and operations so as to equip the students suitable for entry level managerial positions in the field of international business management.

**OBJECTIVES**

1. To gain in depth understanding and analytical skills to conduct the business globally.
2. To effectively carrying the international business operations in complex structure.
3. To acquaint with international business environment and its impact on business operation.

**STRUCTURE OF THE COURSE CONTENT**

**BLOCK I INTERNATIONAL BUSINESS ENVIRONMENT**

Unit 1: Nature and Scope of International Business Environment

Unit 2: Environmental Analysis

Unit 3: Theories of International Business

Unit 4: India's International Trade: Trends, Directions and Compositions

**BLOCK II INTERNATIONAL INSTITUTIONS**

Unit 1: WTO and GATT

Unit 2: World Bank and IMF

Unit 3: Regional Economic Integration

**BLOCK III MNC AND FOREIGN INVESTMENT**

Unit 1: FDI Theories

Unit 2: Nature and Management of MNC

Unit 3: Strategic Analysis of International Merger

Unit 4: Business Process Outsourcing

**BLOCK IV INTERNATIONAL TRADE OPERATIONS**

Unit 1: Export Documentation and Procedures

Unit 2: Export Financing Methods

Unit 3: Formalities of Claiming Export Incentives

Unit 4: Legal Framework of International Trade

**BLOCK V INTERNATIONAL BUSINESS MANAGEMENT**

Unit 1: International Marketing

Unit 2: International Logistics

Unit 3: International Business Negotiations

Unit 4: International Business Culture

**REFERENCE BOOKS:**

1. V K Bhalla, International Business, Anmol Publications, New Delhi.
2. Export Import Policy, Government of India,
3. S C Jain, International Marketing Prentice Hall, New Delhi.
4. Denies John D and Radebaugh Lee H, International Busines Environment and Operations.
5. Francis Cherunilam, International Business Environment, Prentice Hall of India.
6. Alan C Shapiro : Multinational Financial Management, Prentice Hall, New Delhi
7. Ian H Giddy: Global Financial Markets, AITBS Publishers and Distributors, New Delhi
8. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi
9. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Respose Books, Sage Publications, New Delhi

**SUBJECT CODE: FS-01****SUBJECT: WORKING CAPITAL FINANCIAL ANALYSIS AND CONTROL**

This course enables the students to augment theoretically how to allocate the available financial resources to meet their day to day requirements and needs.

**OBJECTIVES:**

1. To analyze the liquid financial status of the corporate business unit.
2. To safeguard and protect the current assets and current liabilities of the business for their success.
3. To plan, monitor and control the movements of working capital and its impact on business profit assessment.

**STRUCTURE OF THE COURSE CONTENT****BLOCK I: INTRODUCTION TO WORKING CAPITAL**

- Unit 1: Meaning, Importance and Types of Working Capital
- Unit 2: Working Capital Factors and Determinants
- Unit 3: An Introduction to Operating Cycle
- Unit 4: Working Capital Theories and Approaches

**BLOCK II: FINANCING WORKING CAPITAL**

- Unit 1: Sources of Funds – Permanent Working Capital
- Unit 2: Sources of Funds – Temporary Working Capital
- Unit 3: Sources of Funds – International Working Capital

**BLOCK III : MANAGEMENT OF CASH**

- Unit 1: Cash System and Treasury Management
- Unit 2: Cash Management Strategies
- Unit 3: Cash Budget and Cash Flow Statement
- Unit 4: Measures of Liquidity

**BLOCK IV: MANAGEMENT OF FUNDS**

- Unit 1: Materials Management
- Unit 2: Inventory Control Models and Techniques
- Unit 3: Management of Receivables
- Unit 4: Incremental Cost Analysis for Credit Policy Evaluation
- Unit 5: Management of Short term Investments
- Unit 6: Management of Payables

**BLOCK V: WORKING CAPITAL REQUIREMENTS**

- Unit 1: Estimation of Working capital requirements
- Unit 2: Banking Norms and Regulations for working capital Finance
- Unit 3: Profitability, Liquidity and Safety in Working Capital
- Unit 4: Recent Trend in Working capital Management case Studies

**REFERENCE BOOKS:**

1. Bhattacharya Hirishkes, Working Capital Management Strategies and Techniques, Prentice Hall of India.
2. Sathish B Mathur, Working Capital Management and Control, New Age International.
3. V K Bhalla, Working Capital Management Text and Cases, Anmol Publications, 2005.
4. Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)
5. Van Horne - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
6. Knott G - Financial Management (Palgrave, 2004)



7. Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)
8. Ravi M. Kishor - Financial Management (Taxmann, 1st Ed.).
9. Damodaran – Corporate Finance –Theory & Practice (Wiley, 1st Ed.)

**SUBJECT CODE: FS-02****SUBJECT: CAPITAL INVESTMENT MANAGEMENT**

This course helps the students to undertake the long term investment plan and analyze its profitability conditions in a practical manner. This study helps them to derive complicated project and assessing its viability from the view point of Financial aspects.

**OBJECTIVES:**

1. To understand the Long term Investment Appraisal procedures
2. To Evaluate the Investment Proposal in terms of Profit and Security
3. To Outline the techniques of various capital budgeting techniques

**STRUCTURE OF THE COURSE CONTENT****BLOCK I CAPITAL STRUCTURE**

- Unit1: Capital Structure Theories
- Unit 2: Leverage Analysis
- Unit 3: EBIT – EPS Analysis
- Unit 4: CAPM – APT Pricing Model

**BLOCK II INVESTMENT APPRAISAL TECHNIQUES**

- Unit 1: Investment Decisions under Certainty
- Unit 2: Investment Decisions under Risk and Uncertainty
- Unit 3: Investment Decisions under SCB Approach
- Unit 4: Investment Decisions under Mathematical Approach

**BLOCK III COST OF CAPITAL**

- Unit 1: Theories of Cost of Capital
- Unit 2: Valuation of Cost of Capital
- Unit 3: Dividend Analysis

**BLOCK IV INVESTMENT FINANCING**

- Unit 1: Long term Sources of Finance – Indian Securities Market
- Unit 2: Long term Sources of Finance – International Market
- Unit 3: Long term Sources of Finance – Development Banks
- Unit 4: Long term Sources of Finance – Innovative Methods

**BLOCK V CONTEMPORARY TRENDS**

- Unit 1: Investor Protection
- Unit 2: SEBI Nature and Functions
- Unit 3: Inflation Accounting
- Unit 4: Return on Investment
- Unit 5: Investment Centers and Sensitivity Analysis

**REFERENCE BOOKS:**

1. I M Pandey, Financial Management, Vikas Publishing House.
2. Khan and Jain, Basic Financial Management, Tata Mcgraw Hill, New Delhi.
3. S N Maheshwari, Management Accounting and Financial Control, Sultan Chand & Sons, New Delhi.
4. Prasanna Chandra, Financial Management, Tata Mcgraw Hill, New Delhi.
5. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York. 2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
6. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
7. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
8. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.

**SUBJECT CODE: FS-03****SUBJECT: PORTFOLIO AND SECURITY ANALYSIS**

The goal of the course is to become familiar with the theory and empirical evidence related to investment management. Topics will include fundamentals of security valuation, the functioning of capital markets, optimal portfolio construction, elements of investor psychology, performance evaluation, and risk measurement. It emphasize stocks, but and investments such as fixed-income securities financial derivatives will also be considered.

**OBJECTIVES:**

1. To understand the concept of investment setting
2. To learn various methods of investment analysis.
3. To create an effective portfolio and evaluate its performance

**STRUCTURE OF THE COURSE CONTENT****BLOCK I: INVESTMENT SETTING**

- Unit 1: Investment: Meaning and Concepts
- Unit 2: Investment: Planning, Process and Types
- Unit 3: Relationships between Speculation, Gambling and Investment
- Unit 4: Hedging Concepts and Portfolio Management
- Unit 5: Investment Avenues

**BLOCK II: SECURITIES MARKETS AND FUNCTIONS**

- Unit 1: Indian Capital Market and Money Market
- Unit 2: SEBI Rules and Regulations
- Unit 3: Trading Mechanism and Demat Operations
- Unit 4: Reforms in Securities Markets

**BLOCK III: INVESTMENT ANALYSES**

- Unit 1: Risk Return Concepts
- Unit 2: Equity Valuation
- Unit 3: Bond Analysis

**BLOCK IV: APPROACHES TO INVESTMENT ANALYSIS**

- Unit 1: Kinds of Investment Analysis
- Unit 2: Fundamental Analysis
- Unit 3: Technical Analysis
- Unit 4: Efficiency Analysis

**BLOCK V: PORTFOLIO EVALUATIONS**

Unit 1: Portfolio Analysis and Diversification Strategies

Unit 2: Portfolio Theories and Models

Unit 3: Portfolio Selection

Unit 4: Portfolio Revision and Performance Evaluation

**REFERENCE BOOKS:**

1. Donald E Fischer & Ronald J Jordan, Security Analysis & Portfolio Management, Prentice Hall of India Ltd. New Delhi, 2000.
2. V K Bhalla, Investment Management, Sultan Chand & Company, 2009
3. V A Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 1997.
4. Punithavathy Pandian, Security Analysis And Portfolio Management, Vikas Publishing House, 2001.
5. Portfolio Analysis and Management – Ballard
6. Modern Portfolio Theory and Investment Analysis – Edwin J. Elton and Martin J. Grubor
7. Security Analysis and Portfolio Management – Fisher and Gordon
8. Security Analysis and Portfolio Management – V. A. Avdhani
9. Financial Engineering : A complete guide to financial innovation – Marshal / Bansal.

**SUBJECT CODE: FS-04****SUBJECT: INTERNATIONAL FINANCIAL MANAGEMENT**

This course extends the principles of Finance to an international context. In an international context, aside from asset risk, firms face the additional component of exchange rate and interest rate risk management to its global investment and financing decisions.

**OBJECTIVES:**

1. To provide students with the knowledge, understanding and skills required to operate Effectively in international finance.
2. To allow students to make financial decisions in a fast moving international environment.
3. To provide a source of highly skilled graduates to the financial services industry.
4. To prepare students for high level positions in industry, commerce and banking

**STRUCTURE OF THE COURSE CONTENT****BLOCK I: INTERNATIONAL FINANCIAL MANAGEMENT IN GLOBAL CONTEXT**

- Unit 1: Nature, Scope, Importance and Theories of IFM
- Unit 2: Domestic Financial Markets and Off Shore Markets
- Unit 3: BOP –Components and Impact on Indian Global Economy

**BLOCK II INTERNATIONAL MONETARY SYSTEMS**

- Unit 1: Multilateral Financial Institutions
- Unit 2: Exchange Rate Regimes
- Unit 3: Foreign Exchange Risk Management
- Unit 4: Interest Rates –PPP, IRP Theories

**BLOCK III THE FOREIGN EXCHANGE MARKET**

- Unit 1: Structure of Foreign Exchange Market
- Unit 2: Transaction Types and Settlement
- Unit 3: Arbitrage and Speculation

**BLOCK IV FOREIGN EXCHANGE EXPOSURES**

- Unit 1: Management of Transaction Exposure
- Unit 2: Management of Translation Exposure
- Unit 3: Management of Economic Exposure
- Unit 4: Management of Political Exposure

**BLOCK V EXCHANGE RATE DETERMINATIONS**

- Unit 1: Exchange Rates and Quotations
- Unit 2: Exchange Rate Behavior, Cross Rates
- Unit 3: Foreign Exchange Market Participants
- Unit 4: Forecasting Exchange Rates

**REFERENCE BOOKS:**

1. V. Sharan, International Financial Management, 4th Edition, Prentice Hall of India
2. Alan .C. Shapiro, International Financial Management, Phi
3. Levi, International Finance, Mcgraw Hill International Series.
4. Adrian Buckley, Multinational Finance, Phi
5. Foreign Exchange Management - H.P. Bhardwaj
6. International Financial Management - P. G. Apte
7. Multinational Finance - K. C. Bulter

8. International Financial Management - A. K. Seth
9. Shapiro, A.C: Multinational Financial Management, Prentice Hall of India, New Delhi.
10. Buckley, Adrian: Multinational Finance, Prentice Hall of India, New Delhi

**SUBJECT CODE: FS-05****SUBJECT: INVESTMENT & DERIVATIVES MARKET**

This course enables the students to acquire broad understanding of rich mitigation Strategies Hedging mechanism and financial Derivatives.

**OBJECTIVES:**

1. To understand the Debt market & their features
2. To evaluate the nature of equity market and Regulations
3. To create an awareness of options, Futures & Sweps for Investment analysis

**BLOCK: I DEBT INVESTMENT**

- Unit 1: Debt Market: Debt instruments
- Unit 2: Nature and Varieties
- Unit 3: Debt Market Features in India
- Unit 4: Debt Pricing Theorems, Convexity, Duration
- Unit 5: Risk and Return Structure.

**BLOCK: II INVESTMENT ANALYSIS**

- Unit 1: Debt Portfolio Management
- Unit 2: Concept and Importance of Investment
- Unit 3: Passive Immunization
- Unit 4: Active Management
- Unit 5: Horizon Analysis, Bond Swaps.

**BLOCK: III EQUITY INVESTMENT**

- Unit 1: Equity Market:
- Unit 2: Nature and Features
- Unit 3: Factors Governing Equity Market Growth.
- Unit 4: Present Trends in Equity Market

**BLOCK: IV OPTIONS**

- Unit 1: Options Market: Concept
- Unit 2: Types of Options, Value of Options
- Unit 3: Valuation at Expiration, Profit and Losses on Calls and Puts
- Unit 4: Profits and Losses of Some Option Strategies
- Unit 5: Index Options.

**BLOCK: V FUTURES**

- Unit 1: Future Market: Concept and Significance, Futures Contract
- Unit 2: Futures Market, Basis, Returns on Futures
- Unit 3: Futures Vs Options,. Government Securities Market
- Unit 4: Instruments – Operations – Significance.

**REFERENCES BOOKS:**

1. Dr. Prassanna Chandra – Financial Management Theory & Practice published by McGraw Hill 6th Edition V.K Bhalla, Investment Management
2. Financial Management and Policy – By Dr. R. M. Shrivastava, Himalaya Publishing House
3. Preethi Singh, Investment Management
4. Dr. Punithavathi Pandian, Investment Management
5. Gordon E & Natarajan K, Financial Market and Services.



6. Fundamentals of Financial Management By Horne, Wachowicz Jr. Bhaduri  
Published by Pearson Education 12th Edition
7. Financial Management – Dr. P. V. Kulkarni
8. Financial Management – Study material by Alpha group ICFAI Hyderabad
9. Financial Management – I. M Pandey

**SUBJECTY CODE: FS-06****SUBJECT: STRATEGIC FINANCIAL MANAGEMENT**

This course enables the students to evaluate the financial consequences of strategic choices and assess potential decisions with most optimized and significant tools and techniques.

**OBJECTIVES:**

1. To identify the Key results areas in the Finance Domain.
2. To demonstrate and recommend Suitable contemporary financial techniques.
3. To improve the skills in planning, implementing and controlling the financial Strategies.

**STRUCTURE OF THE COURSE CONTENT****BLOCK I OUTLINE OF STRATEGIC FINANCIAL MANAGEMENT**

Unit 1: Meaning and Concept of Strategic Financial Management

Unit 2: Financial Reporting and Accounting Standards.

Unit 3: Personal Financial Planning and Investment Strategies

Unit 4: Transfer pricing & Investment centres

**BLOCK II VALUATION OF BUSINESS**

Unit 1: Approaches of Business Valuation

Unit 2: EVA and MVA Application and Methods

Unit 3: Opportunity Cost and Realisable Value

Unit 4: Market Capitalization

**BLOCK III FINANCIAL ENGINEERING**

Unit 1: Meaning and Importance of Financial Engineering

Unit 2: Financial Innovations

Unit 3: Benchmarking Practice in Financial Engineering

Unit 4: Innovative Sources of Finance

**BLOCK IV MERGERS, ACQUISITIONS AND JOINT VENTUES**

Unit 1: Financial Restructuring

Unit 2: Legal Perspective of Corporate Restructuring

Unit 3: Tax Implication of Merger, Absorption and Reconstruction

Unit 4: Leverage and Management Buy Out

Unit 5: Joint Venture and Strategic Alliances

**BLOCK V APPLICATION AREAS**

Unit 1: Disinvestment and Privatization

Unit 2: Financial Ethics

Unit 3: Vendor Analysis and Management

Unit 4: Financial Econometrics

**REFERENCES BOOKS:**

1. Strategic Financial Management. G P Jakhotiya, Vikas Publishing House,
2. Strategic Financial Management. Robert Alan Hill
3. Strategic Financial Management V Pattabhi Ram, S D Bala, Snow White Publications 2010.
4. Coopers Lybrand strategic financial; risk management universities press (India)Ltd.
5. Robicheck A, and Myers, S. optimal financing decisions, prentice hall inc.
6. van horn jc financial management and policy prentice hall.
7. shiva ramu., s corporate growth through mergers & [acquisitions](#), response books (a division of sage publications).
8. khandawall pn innovative corporate turnarounds sage publications.

9. weton JFchung KS & hoag SE mergers, restructuring& corporate control prentice hall.

**SUBJECT CODE: FS-07****SUBJECT: FINANCIAL RISK MANAGEMENT AND INSURANCE SERVICES**

The objective of this course is to provide an introduction as well as an in depth understanding of Financial Risk and its modelling and analysis. It helps to develop strong conceptual framework of Financial Risk and Mitigation Strategies. This Course also includes the delivery products of Insurance in terms of Financial Risks.

**OBJECTIVES:**

1. To understand the risk concepts and theories
2. To understand the risk management and models for Bank managers
3. To Analyze the effective risk management exposure and implications
4. To understand the insurance products and delivery mechanisms.

**BLOCK I: INTRODUCTION TO FINANCIAL RISK MANAGEMENT**

Unit 1: Introduction to Risk Management: The Concept of Risk – Risk vs.

Uncertainty

Unit 2: Types of Risks: Market Risk, Credit Risk, Operational Risk, Interest risk, Business risk, Systematic risk

Unit 3: Classifying Pure Risks – Methods of handling Pure risks – Risk Management process

Unit 4: Risk Financing Techniques – Risk Management Objectives

Unit 5: Risk Management Information Systems (RMIS) – Risk Control

**BLOCK II: MANAGEMENT OF FINANCIAL RISK**

Unit 1: Risk Management by Individuals

Unit 2: Factors effecting individual demands for insurance

Unit 3: Risk Management by Corporations

Unit 4: Corporate Risk management process

Unit 5: Types of Risk Managing Firms.

**BLOCK III: BASIC INSURANCE SERVICE**

Unit 1: Growth & Development of Indian Insurance Industry

Unit 2: Regulations of Insurance Business and the Emerging Scenario

Unit 3: Introduction to Life & General Insurance - Life Insurance: Features of Life Insurance

Unit 4: Essentials of Life Insurance Contract - Kinds of Insurance Policies

Unit 5: Premium determination - Life Policy Conditions

**BLOCK IV: FIRE MARINE AND OTHER INSURANCE SERVICES**

Unit 1: Fire Insurance: Fire Insurance Contracts, Fire Insurance Coverage

Unit 2: Policies for stocks, Rate Fixation in Fire Insurance, Settlement of Claims

Unit 3: Marine Insurance: Marine Insurance Contract

Unit 4: Types of Marine Insurance, Marine Cargo Losses and Frauds

Unit 5: Settlement of claims.

**BLOCK V: MISCELLANEOUS INSURANCE SERVICES**

Unit 1: Miscellaneous Insurance: Motor Insurance

Unit 2: Employer's Liability Insurance, Personal Accident and Sickness Insurance,

Unit 3: Aviation Insurance – Burglary Insurance – Fidelity Guarantee Insurance

Unit 4: Engineering Insurance – Cattle Insurance

Unit 5: Crop Insurance.

**REFERENCE BOOKS:**

1. Dr. P.K.Gupta: Insurance and Risk Management, 1st Edition, Himalaya Publishing House.
2. Dr. P.K.Gupta: Fundamentals of Insurance, 1st Edition, Himalaya Publishing House.
3. C.Gopala Krishnan: Insurance Principles & Practice, Sterling Publishers Pvt. Ltd.,New Delhi.
4. George G. R. Lucas, Ralph H.Wherry: Insurance, Principles and Coverages, U.S.A.
5. Prof. K.S. N.Murthy Ad K.V.S. Sarma: Modern Law of Insurance in India, N.M.Tripathi Pvt. Ltd., Bombay.
6. Principals of Insurance- Holioke
7. Insurance Law Manual- Taxman
8. Commodity Futures & Options- George Kleiman
9. International Finance- P.G. Apte

**SUBJECT CODE: FS-08****SUBJECT: FINANCIAL INSTITUTIONS AND SERVICE MANAGEMENT**

This course equips the students to create, adopt and avail the various financial services by analyzing, evaluating and assessing the institutional framework. This course helps the managers to identify the service utilities and its strategic benefits.

**OBJECTIVES:**

1. To understand the various financial institutions and their functions
2. To aware its utilities and benefits for the corporate world
3. To familiarize the services offered by both asset and liability based institutions.
4. To evaluate the effectiveness of financial products and services availability.

**STRUCTURE OF THE COURSE CONTENTS****BLOCK I FINANCIAL SYSTEM**

- Unit 1: Indian Economic Environment
- Unit 2: Indian Financial System
- Unit 3: International Financial System
- Unit 4: Financial Instruments

**BLOCK II MERCHANT BANKING**

- Unit 1: Concept, Function and Growth of Merchant Bankers
- Unit 2: Institutional Structure and SEBI Guidelines
- Unit 3: Issue Management
- Unit 4: Corporate Counselling

**BLOCK III MUTUAL FUNDS**

- Unit 1: Concept, Objectives and Functions of Mutual Funds
- Unit 2: Fund Accounting and Portfolio Valuation
- Unit 3: Performance Measurement and Investor Protection
- Unit 4: SEBI Regulations

**BLOCK IV FINANCIAL INSTITUTIONS**

- Unit 1: Evolution and Role of Development Banks
- Unit 2: Role of Industrial Development Banks
- Unit 3: Role of Agricultural Development Banks
- Unit 4: Role of Export Promotion Banks

**BLOCK V FINANCIAL SERVICES**

- Unit 1: Leasing and Hire Purchase
- Unit 2: Venture Capital and Factoring
- Unit 3: Credit Rating and Credit Cards
- Unit 4: Consumer Finance and Securitization

**REFERENCES BOOKS:**

1. E.Gordon, K.Natarajan, Emerging Scenario of Financial Services, Himalaya Publishing House, Mumbai.
2. Mutual Funds in India: Marketing Strategies and Investment Practices, H Sadhak.
3. Merchant Banking: Principles And Practice By H.R.Machiraju, New Age International (P) Limited, New Delhi, 1995.
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