

MBA (Financial Services)
(2016-18)

Course Curriculum

School of Economics
(A Department under UGC-SAP Programme)
Devi Ahilya Vishwavidyalaya, Indore

***Revised Course Structure
Choice Based Credit System (CBCS)
Under Ordinance 31
Since 2015-2017***

The department has choice based credit system (CBCS) in every course we offer under ordinance 31, in which there are total 100 credits in which 84 actual credits and 16 virtual credits in the complete span of the course of two years. From these 100 credits 42 credits should accrue from 14 Core subjects, 18 credits from Elective Discipline subjects, 6 credits from Elective Generic, 6 credits from soft skill development subjects, 6 credits from Ability Enhancement subjects and 6 credits from project/ field based work. Elective Generic subjects credits can be earned from the subjects offered by the department or by other UTD's. Virtual Credits are 16 which the student has to earn through Comprehensive Viva Voce held after every Semester. Hence 4 virtual credits are given to each Comprehensive Viva Voce. From these 100 credits the credit for each subhead is as under:

S.No	Type of Subject/Activity	Code	Number of Subjects	Credit/Subject	Total Credit
1	Core	C	16(15)	3	48(45)
2	Elective Discipline	D	6	3	18
3	Elective Generic	G	2	3	06
4	Soft Skill	S	2	3	06
5	Ability Enhancement	A	2	3	06(5)
6	Comprehensive Viva Voce	V	4 / Semester	16	16
7	Project Work	P	Summer Internship	2	2
			Major Research Project	4	4
					106(102)

**In () credits for M.A (Economics) course

MBA (FS)

S.No	Core	Elective Discipline	Elective Generic	Soft Skill	Ability Enhancement
1	Micro Economics	Principles, Practices and Regulation of Insurance	Entrepreneurship	Business Communication & Personality Development	IT for Manager
2	Business Statistics	Corporate Tax Planning and Management	Business Law	French	Commodity Derivative & Price Risk Mgmt.
3	Business Finance & Accounting	International Financial Markets & Forex Management	Mathematical Economics	German	
4	Financial Markets & Environment	Analytical Techniques for Finance	Environmental Economics		
5	Principles & Practices of Management	Investment & Merchant Banking	Or Subjects offered by other UTD's		
6	Macro-Economic Analysis & Policy (Core)	Security Analysis & Portfolio Management			
7	Operations Research	Treasury & Risk Management			
8	Research Methodology	Rural Banking and Micro Finance			
9	Corporate Finance				
10	Organizational Behavior				
11	Banking Service Operations				
12	Financial Product & Services				
13	Strategic Financial Management				
14	Marketing Management				
15	HRM& Accounting				
16	Service Marketing & CRM				

The grading will be made on 10-point scale as described below:

Letter Grade	Grade Points	Description	Range of Marks (%)
O	10	Outstanding	90-100
A+	9	Excellent	80-89
A	8	Very good	70-79
B+	7	Good	60-69
B	6	Above Average	50-59
C	5	Average	40-49
P	4	Pass	35-39
F	0	Fail	0-34
Ab	0	Absent	Absent

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711C	Micro Economics (Core)	3
712C	Business Statistics (Core)	3
713C	Business Finance & Accounting (Core)	3
714C	Financial Market & Environment (Core)	3
715C	Principles & Practices of Management (Core)	3
716A	IT for Managers (Ability Enhancement)	3
717S	Business Communication & Personality Development (Soft skill)	3
71V	Comprehensive viva voce (Virtual credit)	4
	Total Credits	25

711C - Micro Economics (core)

Objective: the objective of this paper is to develop understanding in the students about the concepts and tools of economic analysis relevant for Business Decision Making.

1. Fundamental concepts of Economics, Micro & Macro Economics- basic concepts, Types of Economic Analysis, Kinds of Economic Decisions, Application of Micro Economics.
2. Consumer Behaviour, Utility Analysis – Cardinal & Ordinal approach, Indifference curve- concept and analysis, application of Indifference curve. Law of Demand & supply, Elasticity of Demand & supply, types of elasticity of demand- price, income, cross and promotional. Consumer Surplus.
3. Production Analysis-Production Function- Law of Variable Proportions, Iso-Quants, Law of Returns to Scale, Marginal rate of technical Substitution, Economies of Scale.
4. Cost analysis-Cost Curves and their Estimation, Costs in Long Run and Short

Run, Break Even Analysis. Rewards of Factor Pricing- Rent, Wages, Interest; Consumer choice under Uncertainty.

5. Price output decisions under different forms of market structure- Perfect and Imperfect Competition. Discrimination Monopoly, Methods of controlling Monopoly Power. Different models of Collusive and Non- Collusive Oligopoly. Monopolistic competition and Advertising.
6. Product Pricing Policy – Cost based, Competition based, Cyclical, Multi-product and Peak load pricing.

Note: At least **five Cases** should be discussed in the class.

Text Books recommended:

1. “Modern Micro Economics”, A. Koutsoyiannis, The Mac Millan Press, IInd Edition.
2. “Managerial Economics” Geetika, Piyali Ghosh and Purba Roy Choudhury, Tata IInd Edition
3. “Managerial Economics” by Atmanand, Excel Books, Latest Edition 2004
4. “Managerial Economics , analysis, problem & cases by P.L.Mehta,Sultanchand & sons; New Delhi, Edition -2007

Reference books recommended

1. “Price Theory and Uses”, Watson, A. I. T. B. Publishers and Distributors, IInd Edition.
2. “Foundation of Economics Analysis”, Samuelsson, Harvard University Press, IInd Edition
3. “Managerial Economics”, Dean Joel, Prentice Hall Publication
4. “Managerial Economics-Principals & world wide application, 7th edition, Dominik Salvatore adopted by Ravikesh Shrivastava, Oxford university, press 2013 new delhi

712C -Business Statistics (core)

(Knowledge of basic concepts of statistics including measures of Central Tendency is a prerequisite for this subject)

Objective: The objective of this paper is to understand the statistical tools and techniques, Used in the business decision and analysis.

1. Standard Deviation and Coefficient of Variation.
2. Study of Business Change and Relationship – Correlation and Regression Analysis.
3. Types and Methods of construction of Index Numbers. Characteristics of a good Index Number. Test for perfection, Cost of living Index Numbers.
4. Basic concepts of Probability, Theories of Probability Addition ,Multiplication, conditional Probability and their simple applications in Multiplication, conditional Probability and their simple applications in business.
5. Random Variable and Probability Distributions – Binomial, Poisson and Normal and their Applications in Business.
6. Sampling Theory – Concepts, Methods of Sampling, Sampling and Non – Sampling Errors, Parameter and Statistic, concept of sampling distribution, Standard Error and Sampling Error.
7. testing of Hypothesis: Type I & Type II Errors, concept of Confidence Limits and critical region, Test of significance for large and small samples – tests for Mean and difference between means, F tests.
8. Research Methodology – Research Concept, Research Design and Techniques. An Overview of different scales.

Note: At least **one research proposal** should be prepared which should have proper research design and use of statistical method.

Text Books:

1. Fundamentals of Applied Statistics, Gupta S.C., S.Chand& Sons, New Delhi, Ninth Edition.
2. Statistical Methods -S.P.Gupta,Sultanchand&Sons, thirty Seventh Edition ,2008.
3. Statistics for Business and Economics-JIT S. ChandanVikas Publishing House Pvt. Ltd.,2008.
4. Business Statistics -R.S. Bhardwaj– Excel Books, Latest Edition.

Reference Books:

1. Statistics for Management - Richard Levin & David Rubin, Seventh Edition.
2. Mathematics and Statistics for Economics, Monga G.S., Vikas Publishing House ,2002.

713C - Business Finance and Accounting (core)

Objective: The objective of this paper is to go through the financial concepts and understand the techniques to manage the finance for the organization.

1. Introduction to Financial Accounting - Meaning & function of Accounting; Generally accepted Accounting Concepts & Conventions; Nature of Accounts; Rules for Debiting & Crediting; Journalizing the transactions; Posting from the Journal to the Ledger & Preparation of Trial Balance.
2. Final Accounts - Preparation of financial Statements – Trading, Profit & Loss Account, and Balance Sheet with the help of Adjustment Entries.
3. Depreciation – Meaning and Need, Methods of Charging depreciation – Straight Line Method; WDV Method; Accounting for depreciation in the Books of Account.
4. Analysis and Interpreting of the Financial Statements – Financial Ratio Analysis- Liquidity Ratios- Current Ratio, Quick ratio, Profitability Ratios – GP ratio, NP ratio, Operating Ratio, ROI, ROE, ROA, EPS, DPS, Dividend Pay Out Ratio, Price Earnings Ratio, Earnings yield Ratio, Turnover Ratios – Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, Capital Turnover Ratio, fixed assets turnover, current assets turnover. Solvency Ratio – Debt-equity Ratio, Capital Gearing Ratio, Interest Coverage Ratio, Debt Service Coverage Ratio, Building An Income Statement and Balance sheet.
5. Cost volume profit analysis-BEP analysis & Related decision making
6. Cash Flow statement (AS-3) – Meaning, uses and preparation
7. Introduction to Cost Accounts – Meaning, Objectives, and Difference between cost Accounts and Financial Accounts, Elements of Cost.
8. Analysis of financial statements of any public limited company.

Note: At least **five Cases** should be discussed in the class.

Books recommended:

1. Advanced Accountancy- VolI , R.L. Gupta &M.Radhsawmy, Sultanchandand Sons, 1999.
2. Double entry book – keeping and accountancy, T. S. Grewal, Sultan Chand & Sons,
3. Comprehensive Financial Accounting , S.A Siddique, Laxmi Publications,
4. Financial Management -- Khan & Jain, Tata McGraw Hill Publication, IVth Edition, 2004
5. Financial Management-- I.M. Pandey., Vikas Publishing House Pvt. Ltd.VIIIth Edition

1999.

6. Financial Management-- Prassanna Chandra, Tata McGraw Hill Publication, VIIth 2008
7. Financial Management -- Maheshwari, Sultanchand \$ Sons, Edition, 2004.

Note: The above mentioned editions are available in the library. The students are However advised to also refer the latest editions of the books.

714C-Financial Markets & Environment (core)

Objective: The objective of this paper is to understand various financial markets and there Operational aspects in India.

1. Introduction to Indian Financial System:

Introduction of financial system, Functions of the Financial System, Structure and Characteristics of Financial system , Prerequisites of a Financial System, Players in the Financial System.

2. Introduction of Financial Markets:

Evolution of the Financial Markets, Segments of Financial Markets, Role of Financial markets, Financial market Instruments: Equity & Preference shares, Debentures– meaning and features.

3. Money Market:

Introduction to Money Market, Evolution of Money Market in India, Need for Money market Components of the Money Markets, Call Money Market, Treasury Bill Market, Commercial Paper Market, Certificate of Deposit Market, REPOS (Repurchase Agreement) Role of Primary Dealers.

4. Capital Market:

Need for Capital Markets, Segments of Capital Markets, Players in Capital Markets, Major Trends in Capital Market, Regulation of the Capital Markets, Historical Perspective and Evolution of Regulations, SEBI-Role , Objectives and Functions .

a. Primary Market: Evolution of the Primary Market, Functioning of the Primary Market, Players in the Market.

b. New Issue Market: Function of new issue market, Methods of Floating New Issue Market, Players in the new issue Market

c. Secondary Market: Function Of stock exchanges, Methods of trading in a stock exchange, Trading System, Clearing Mechanism, Settlement System, On-line Trading Carry Forward, Margin Requirements, Recent development in secondary market overview of Depository and Custodial Services.

5. Investors'' Protection:

Need for Investor's Protection, Factors affecting investor's Interest, Investor's protection Measures

6. Bond Market:

Evolution of the Bond Market – Fixed Rate and Floating Rate Bonds – Convertible Bonds – Innovative Bond Issuance Structures – Secondary Market for Bonds.

7. Foreign Exchange Markets: Introduction, Players.

Text Books recommended:

1. Financial Markets & Institutions & service by N.K.Gupta, IInd Edition, published by Ane Books Pvt Ltd.
2. Financial Markets & Institutions By Jeff Madura, Indian Edition 2008
3. “Indian Financial System” By Bharati.V.Pathak , 3rd edition, , Published By Pearson education India
4. “Indian Financial System”, H.R. Machiraju, Vikas Publishing House.
5. “Financial Institutions and Markets – Structure, Growth and Innovation”, L.M. Bhole, Tata Mcgraw Hill Publishing Company Ltd. 4th edition
6. “Management of Capital Markets, Financial Services and Institutions ”, B.S.Bhatia, G.S.Batra, Deep and Deep Publications, 2000.

Reference Books recommended:

1. “Management of Capital Markets”, B.S. Bhatia and G.S. Batra, Financial Services and Institutions.Latest Edition
2. “Financial Institutions & Markets Future & Regulations”, Meir Kohn Oxford University Press, 2007

715C– Principles and Practices of Management (core)

Objective: The objective of this paper is to develop managerial skills in the students to cope up with the changing business environment a becoming successful entrepreneur.

1. **Introductory:** Concept of management including functions of management, functions and responsibilities of managers, Fayol’s principles of management. Management thought; the classical school, the human relations school, Systems theory school, Contingency theory school.
3. **Planning:** Nature and purpose of planning including strategic planning, principles of planning, Types of Planning, Advantages and Limitations of planning.
4. **Concept and nature of Objectives:** Types of objectives, Importance of objectives, setting objectives, Management by objectives
5. **Strategies and Policies:** Concept of corporate strategy, formulation of strategy, types of strategies, TOWS matrix, the Portfolio matrix, three generic competitive strategies by Porter, effective implementation of strategies, types of policies, principles of formulation of policies, Decision making.
6. **Organizing:** Nature and purpose of organizing, Bases of Departmentation, Span of management, Line and Staff relationship, Line-staff conflict, legation, kinds of delegation, Delegation and Decentralization, Methods of Decentralization.
7. **Control:** Concept and process of control, Control techniques, human aspects of control, control as a feedback system, Feed forward control, Preventive control.

Books Recommended:

1. “Personnel/Human Resource Management”, David S. Decenzo and Stephen P. Robbins New Delhi, Prentice Hall Publication. Third Edition
2. “Organizational Behaviour: Concepts, Controversies, and Applications”, Stephen P. Robbins, New Delhi, Prentice Hall Publication.,Latest Edition

3. "Organizational Behaviour", Fred Luthans, New York, McGraw Hill, 2005
4. "Essentials of management", Harold Knootz, Donnell and Heinz Wehrich New Delhi, Tata McGraw Hill Publication. 8th Edition
5. "Organization and Management "R.D. Agrawal, New Delhi, Tata McGraw Hill Publication.
6. "Management: A global Perspective", Harold Koontz, O'Donnell and Heinz Wehrich, New Delhi, Tata McGraw Hill. Publication., Latest Edition
7. "Management", Robert Krietner, Houghton miffin Co, 7th edition 1994.
8. "Management", New Delhi, Stephen P. Robbins and Merry Coulter, Prentice Hall of India, 2002.

716A- IT for Managers (Ability Enhancement)

Objective: The objective of this paper is to understand basic knowledge of computers, applications of various information tools and basics of electronic-business to proceed with IT adopted in the business.

1. Anatomy of Computer, Hardware & Software concepts, Types of Software – Operating system program language translator, communication software, Applicant software.
2. Networking – definition, need, types & applications, networking hardware – hub, router, bridge.
3. Data Base Management System Introduction – Data, Database management system, purpose of database management system, Data abstraction, Instances and schemas, data- independence physical data independence, logical data independence, Data Model – Hierarchical, Network,
4. Relational. Introduction to relational approach – Tuple, Attribute, Domain, Degree, Relation.
5. System Concept: Definition, characteristics of system, Elements of system, Types of system.
6. Introduction to MIS: Characteristics of MIS, Structure of MIS, based on – management activity, organizational functions, Conceptual structure.
7. System development life cycle – feasibility study analysis, design, implementation, maintenance, Approaches of MIS development programmed & non-programmed decisions, decision support system.
8. Securing Information System, Tools & technologies for security.
9. E-Business fundamentals, E-Business framework, E-Business applications, E-Business markets, E-Business models and market space characteristics ordering on-line Advertisement and marketing on Internet, offering customer product on the net.
10. Introduction to IT and its development – V Generation Computers, virtual reality, GPS, GIS, Mobile technology – 1G, 2G, 3G, 4G. Wi-fi, Bluetooth.
11. SAP application & ORACLE.

Note: At least **five Cases** should be discussed in the class.

Text Books:

1. Computer Fundamentals – P.K.Sinha , BPB Publisher, Fourth Edition.
5. Introduction to Computers – N.Subramanium , Tata McGraw Hill Publication, Volume 1.
- 3.Database Management system-Korth,M,Tata McGraw Hill Publication,Third Edition.
- 4.Management Information system-Kenneth C.Laudon&Laudon,Pearson

Education, Second Edition.

5. Management Information system-D.P Goyal, MacMillan India Ltd., Second Edition.

Reference Books:

1. Computer Systems & Applications – Rustam Shroff, Himalaya Publishing House, Latest Edition
2. Computer Network—K.K.Koli, Nakoda publication & Print Ltd, Latest Edition.
3. Computer Fundamentals and Applications, Ashok Arora, Vikas Publishing Pvt. Ltd, 2015.
4. System analysis and Design – Elias .M.Awad, Galgotia Publications Pvt. Ltd, Sixth Edition.
5. e-Business – Michael.Papazoglou, Pieter M.A. Ribbers, Wley Computer Publishing. Latest Edition.

717S- Business communication & Personality Development (Soft skills)

1: FRAMEWORK TO BUSINESS COMMUNICATION :

Defining Communication, Process of communication, Principles of effective communication, importance and objectives of business communication, Physical, Mechanical and Psychological barriers to communication

2: CHANNELS, TYPES AND FORMS OF COMMUNICATION:

Channels, Verbal, Non-verbal, Formal, Informal, Internal, External and communication networks, Effective listening – types and Essentials of effective listening, Development of intrapersonal and interpersonal skills for Personal effectiveness.

3: ARTICULATION AND DRAFTING:

Definition & how to articulate , techniques for better articulation, Speak clearly & distinctly, Basic patterns of Business Letters & its drafting, notices , Resumes, Sales letter writing, letters of bank correspondence, complaint letters & project reports, Dealing with print and electronic media, writing a press release.

4: ENHANCEMENT SKILLS / EMPLOYABILITY SKILLS:

Effective presentation skills: body language, eye contact, gesticulation, use of audio visual aids, Handling audience, conduct during presentation Interview skills: types of interview, preparing for an interview, how to handle stress interview, attire for an interview, learn how to say No, positive thinking tips & tricks, have an effective brain storming session.

5. PRATICAL EXERCISES

Spoken exercises listen & repeat and tongue twister, Group discussions, Mock meetings & interviews, Presentations on a technical topic, role plays, Confidence building exercises, and submission of reports prepared.

Note: At least five cases should be discussed in the class.

Recommended Books:

1. Business Communication – K.K.Sinha, Galgotia Publishing Company, Latest Edition
- 2...Business Communication – Chhabra.T.N. , Sun India Publication, 2005
3. Business Communication – Parag Diwan, Excel Books, Latest Edition
4. Essentials of Business Communication – Rajendra Pal, Sultanchand Publication, 2000
5. Business Communication-- R.K.Madhurkar, Vikas Publishing House Pvt. Limited, Latest

MBA (FS) II SEMESTER January 2017

721C	Macro-Economic Analysis & Policy (Core) 3	3
722C	Operation Research (Core) 3	3
723C	Research Methodology(Core) 3	3
724C	Corporate Finance (Core) 3	3
725C	Organizational Behaviour (Core) 3	3
726C	Banking Service Operations (Core) 3	3
727G	Business Law (Elective Generic) 3	3
728SF/SG	French / German (Soft skill) 3	3
72V	Comprehensive viva voce (Virtual credit) 4	4
	Total Credits	28

721C – Macro Economics Analysis & Policy (core)

Objective – The objective of this paper is to develop understanding about the Macro Economic function of economy and its analysis.

1. Meaning, scope and application of Macro Economics. Concept of stock and flow variables.
2. National Income-Meaning, Measurement and Relationship with Economic Welfare.
3. Classical Macro Economics; Keynesian System of General Equilibrium
4. Theory of Money Supply, components of Money Supply, Quantity theory of money- Views of Fisher, Cambridge School and Friedman.
5. Classical Economics vs. Keynesian Economics. Neo-classical & Rationale expectation Theory.
6. Model of Income Determination- Two sector model with consumption and Investment function, Govt. Sector, Foreign Sector multiplier & their policy implications, Money Multiplier, Interest rate and Liquidity Preference Theory.
7. IS-LM analysis- Integration of Product and Money market Effects of shifting IS and LM curves.
8. Business cycles - Meaning and Phases. Theory of Hicks, Henson and Keynes. Meaning of Inflation, Recession and Stagflation. Measures to control Inflation.
9. Monetary Policy and Fiscal Policy – objectives, instruments and Relationship.

Note: At least **five Cases** should be discussed in the class

Text books recommended:

1. Macro Economic Theory, E. Shapiro, Galgotia Publications, Vth Edition, 2007.
2. Macro Economic Theory and Practice, H.L. Ahuja, Sultan Chand and Sons, 10th Edition 2004.
3. Macro Economics, Theory & Policies, Richard.T.Froyen, Pearson Education, 7th Edition
4. Macro Economics, Dornbosch, Fisher, Stanley. TATA Mcgraw Hill, Ninth Edition

Reference Books

1. Macro Economics, Errol D'Souza, Pearson Education, 2009

722 C - Operations Research (core)

Objective: The objective of this paper is to develop understanding about different methods of economic and business analysis that provides solutions to a business problem.

1. Quantitative Techniques and Operations Research: Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques.
2. Linear Programming: Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Big-M Method, Advantage and Limitations of LPP.
 - a) Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method.
 - b) Assignment Problem: Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization, Route Allocation).
3. Inventory Management – Meaning and Types of Inventories, Inventory Decision, EOQ Model, Safety Stock, Selective Approaches to Inventory Management.
4. Dynamic Programming- Nature of Dynamic Programming Problems, Solutions for Knapsack, Travelling Sales man, Selection of Advertising Media, Cargo Loading Problem.
5. Replacement Models: Introduction, Scope in Management, Single Equipment Replacement Model and Group Replacement.
6. Game Theory: Introduction to Games Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games Using –Algebraic and Graphical Methods.
7. Network Analysis – CPM and PERT, concept of floats. Application of CPM & PERT.

Note: At least **five Cases** should be discussed in the class

Text Books:

1. S.D. Sharma, Operations Research, Meerut, KedarNath Ram Nath and Co. Eighth Edition, 2002.
2. N.D. Vohra. Quantitative Techniques, New Delhi, Tata McGraw Hill Publications Fifteenth Edition, 2003.
3. Hamdy A. Taha, Operations Research: An Introduction, New Delhi, Prentice Hall of India, Sixth Edition 1998.
4. V.K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Sultan Chand and Sons, Seventh Edition 2004.
5. P.K. Gupta and D.S. Hira, Operations Research, New Delhi, Sultan Chand Publications, 2000.

Reference books:

1. Haruly M. Wagner, Principles of Operations Research with Application to Managerial Decisions, New Delhi, Prentice Hall of India Pvt.Ltd ,Second Edition, 1996.
2. A.MNatrajan, P.Balasubramani, A. Tamilarasi Operations Research-Pearson Education Second Edition, 2007.

723 C- Research Methodology (Core)

1. Introduction to Research Methods:

Role and objectives of business research, types of research and various research designs (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher.

2. Design

Data and their Collection: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, Designing questionnaires and interviews.

3. Sampling

Sampling Methods, Sampling Plans, Sampling Error, Sampling Distributions : Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.

Review of statistical tools/methods for business research

For univariate and bivariate analysis. Significance of correlation coefficient, significance of regression coefficient.

4. Hypothesis and Hypothesis testing

Parametric & non-parametric tests, introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test, chi square test.

5. Interpretations and Report Writing:

Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports.

Limitations of RM: Ethics in Research, Philosophical issues in Research.

Text books Recommended

1. R. Panneerselvam “ Research Methodology” 2nd edition,2014 published by PHI Learning Pvt. Ltd , New Delhi,2016
2. Deepak Chawla & Neena Sandhi “Research Methodology”-Concept & Cases-Reprinted 2014-Vikas Publishing House Pvt Ltd.
3. S.P. Gupta –“Statistical Methods” Sultan chand & sons, New Delhi -2008
4. Prahlad Mishra “ Business Research “ Oxford university press 2015, 1st edition

Reference books recommended

1. “ Business Research Methods- Donald R Cooper, Pamela s Schindler & J.k. Sharma,11th edition, TATA Mc Graw Hill Education Pvt Ltd, New Delhi 2012
2. “ Business Research Methods” Alan Bryman & E.Bell , 3rd edition, Oxford University 2015

724 C- Corporate Finance (core)

Objective: *The objective of this paper is to understand the different sources of finance, available for any corporate.*

1. Introduction to corporate finance – Meaning and evolution, significance and goals, Functions of a finance manager.
2. Sources of finance-domestic & international & their features
3. Leverage analysis - Meaning ,types, operating financial & combined uses
4. Cost of capital – Meaning, Cost of debt, preference and equity capital, weighted average cost of capital.

5. Capital Budgeting – Meaning, evaluation of proposals – payback period, NPV, ARR, IRR, Accept/reject decisions.
6. Working capital management – Meaning and concept, operating cycle, factors affecting working capital management, sources of working capital, determination of working capital.
7. Dividend policy – Meaning, determinants, Forms of dividend, retention vs. distribution of profits.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. Financial Management, Theory & Practice: PrasannaChandra , Tata McGraw Hill Publication, VII Edition, 2008
2. Financial Management: I.M.Pandey, Vikas Publishing House. Latest Edition

725 C- Organizational Behaviour (core)

Objective: The objective of this paper is to understand the human behaviour to have Efficiency, effectiveness with the total development of the organization.

1. **Foundations of Individual and Organizational Behaviour:**OB Models, Personality Determinants and Attributes, Learning and Learning Theories, Perception-Factors affecting Perception.
2. **Motivation:** Needs, Contents and Processes; Maslow’s Hierarchy of Needs, Herzberg s Two Factor theory, ERG theory, Vroom’s Expectancy theory, Reinforcement Theory.
3. **Foundations of Group Behaviour** : Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.
4. **Leadership:** Trait theories, Behavioural theories-- Ohio State Studies, Michigan Studies and Managerial Grid. Contingency theories—Fiedler’s Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.
5. **Conflict & Organizational Change** : Interpersonal Conflict, Inter group Conflict, Organizational Conflict, forces of Change, Resistance to Change

Note: The syllabus is divided into two sections A and B. At least two questions will be asked from each section. At least **five Cases** should be discussed within the class from each section.

Books Recommended :

1. Personnel/Human Resource Managementl, David S. Decenzo and Stephen P. Robbins New Delhi, Prentice Hall Publication. Third Edition
2. Organizational Behaviour: Concepts, Controversies, and Applicationsll, Stephen P. Robbins, New Delhi, Prentice Hall Publication.,Latest Edition
3. Organizational Behaviourll, Fred Luthans, New York, McGraw Hill, 2005
4. Essentials of managementll, Harold knoontz, Donnell and Heinz Weihrich New Delhi, Tata McGraw Hill Publication. 8th Edition
5. Organization and Management —R.D. Agrawal, New Delhi, Tata McGraw Hill Publication.
6. Management: A global Perspectivel, Harold Koontz, O’Donnell and Heinz Weihrich, New Delhi, Tata Mc-Graw Hill. Publication., Latest Edition

7. Managementl, Robert Krietner, Houghton miffin Co, 7th edition 1994.
8. Managementl, New Delhi, Stephen P. Robbins and Merry Coulter, Prentice Hall of India, 2002.

726C- Banking Service Operations (Core)

Objective: The objective of this paper is to have knowledge of banking laws, regulation and various banking products and services.

1. Overview of banking industry – evolution & function of money, the circular flow of money. Banking structure in India: Commercial, rural and cooperative banks, Banking Regulation Act. , Role of RBI & Licensing etc. Basel Norms
2. Banker-customer relationship, Types of accounts, deposits (CASA, term deposits and Hybrid) and loans Negotiable Instruments - definition and features, types of crossing of cheques and their endorsement
3. Retail banking – Meaning and significance, Basics of retail banking ,consumer credit, Banking terminology- NEFT&RTGS,ECS,IMPS,SWIFT , CG& IC (credit guarantee & Insurance corporation)etc.
4. Overview of Corporate Banking – meaning and importance of corporate banking.
5. Risk Management in Banking
6. Financing SMEs: - Small scale industries, monitoring and nursing of SSIs, institutional and infrastructural support to SSIs, role of NABARD.
7. Rural finance and micro finance: Sources of rural finance & progress and distribution of rural finance, rural finance mechanism– credit delivery to rural financial agencies and banks, concept of micro finance groups and SHG credit linkages.
8. Plastic Money- Debit & credit cards, Charge card, gift card, customer Card etc , credit rating of customers, KYC norms.
9. Meaning of Equifax, NPA norms.

Text Books recommended

1. Managment of banking, S.Scott Mac Donald/ Timothy w.Koch ,6th edition publication- Cengage Learning.
2. Banking & Insurance –Law & Praticce, The institute of company secretary of india published By taxmann publication.
3. Banking Operation Management- Bimal Jaiswal-Vikas Publishing house pvt ltd-2016

Reference Books recommended:

1. Banking & Finance Sector Reforms In India, Banerjee Amalesh, Deep & Deep Publication, 2001.
2. The Business of Banking- LipsCombeGeoffred, New Age International, IVth Edition,
3. Indian Banking System- Board of Editors, Latest Edition
4. Role of nationalized banks in rural development, A.S. Rana, Shree publishers and Distributors, Delhi, Latest Edition
5. Agriculture and NABARD, TapanShandilya and Umesh Prasad, Deep &

- Deep Publications, Delhi, Latest Edition
6. Rural banking VA Pai&Pananandikar, N C Mehta.Latest Edition

727 G- Business Law (Elective Generic)

Objective: The objective of this paper is to understand the different laws , legal rules and regulations through which the business world is governed.

Legal Frame work

1. The Customs 1962.
2. Foreign Exchange Management Act
3. The Money Laundering Act, 2002.(Penalties, contraventions and general features)
4. Information and technology Act 2000 (salient features and general aspects, DSC Mechanism)
5. Competitions Act 2002 including the types of the restrictive agreements (Salient Features)
6. Interpretation of law

Contractual Relations and company regulations

1. The Indian Contract Act. 1872.
2. The Companies Act 2013 (types of companies, prospectus, MOA, AOA, Prospectus, Shares, AGM, winding up of a company, Preferential Shares and Dividend, company audit)
3. The LLP Act, 2008 (Basic Provisions)

Property Rights: Intellectual Property

1. The Copyright Act, 1957.
2. The Patent Act.
3. The Designs Act & Trade Marks Act.
4. International Conventions & UNO specifications

Preferred Act

1. Security Contract act (It may be classified under the head contractual relations and company regulations)
2. Product Liability Transfer of Technology, International Contracts, Licenses Joint Ventures/ Consultations, Foreign Investment Laws, International Organizations, United Nations World Trade Organization

Payments- Letters of Credit, Electronic Transfer, NEFT, ECS, RTGS, Bank Guarantee.

Recommended Books

1. Sakhlecha&Sakhlecha – Corporate Law
2. B.S. Moshal- Business Law, Anne Books Pvt. Ltd.
3. Tax man - Corporate laws
4. MohnishBhandari – Corporate Law
5. Bharat - Corporate laws
6. Bare Acts - Corporate laws

Note: At least **five Cases** should be discussed in the class.

728SF- French - (Soft Skills)

FRENCH

Objective: The objective of this paper is to impart working knowledge of one of the foreign language in the changing perspective of the Global Economy.

1. Articles. Nouns & Pronouns –the definite article and contraction of the definite articles, indefinite articles, nouns – regular plurals, irregular plurals, gender identification by word ending, the portative article.
2. The Interrogation- formation of question by inversion, simple tense interrogative forms, negation – formation of negative sentences, formation of negative interrogative. Adjectives – qualifying adjective, possessive adjectives, demonstrative adjectives, regular forms and irregular adjective, plurals of adjectives.

3. Prepositions – uses of certain prepositions, prepositions to indicate location or direction, prepositions with geographical names, prepositions with modes of transport, prepositions with expression of time, Prepositions of cause, Numbers – cardinal and ordinal numbers.
4. Dates, Time and Seasons. Verbs – regular and irregular (I, II & III group of verbs), conjugation of verbs in simple present tense.
5. General Conversation – to present oneself and others, to greet others, to tell- time, date, seasons, days of the week, the months of the years

728SG -GERMAN (Soft Skills)

Objective: The objective of this paper is to impart working knowledge of one of the foreign language in the changing perspective of the Global Economy.

1. Introduction to Germany, German, culture, People, a brief about its history and geography.
2. Greetings, basic pleasantries, dialogues based on situations like personal introduction, finding the way around town, ordering food, making reservations. Vocabulary building for informal conversations.
3. Verbs - regular, irregular, helping, trennbar, modal verb konjugations.
4. Nouns with gender, articles and their usage in different cases. Personal and possessive pronouns. Singular and plural forms.
5. Prepositions - temporal and local.
6. Reading comprehension and informal letter writing.

Summer Training

All the students are required to undergo six to eight week summer training, after the completion of first two semesters in Industrial and Business organizations. The institute prefers that an organization puts a student on a specific project where a student will be expected to work and understand the working of all aspects of the organization. The students are instructed to submit a certificate of successful completion of their summer training. Each student will be required to give a presentation of their summer project.

MBA (FS) III SEMESTER July 2016

731C	Financial Product & Services (Core)	3
732C	Strategic Financial Management(Core)	3
733C	Marketing Management (Core)	3
734C	HRM& Accounting (Core)	3
735D	Security Analysis & Portfolio Mgmt.(Elective Discipline)	3
736D	Corporate Tax Planning and Management (Elective Discipline)	3
737D	Principles, Practices and Regulation of Insurance (Elective Discipline)	3
738G	Entrepreneurship (Elective Generic)	3
739P	Summer training report submission(Project Work)	2
73V	Comprehensive viva voce(Virtual credit)	4
	Total Credits	30

731C-Financial Product & Services (Core)

Objective: The objective of this paper is to provide knowledge about the different financial products and services that are available for a business organization.

1. Introduction – Meaning, Nature & scope of Financial Services, Fund based and Fees based services.
2. Factoring Services – Meaning, Concept and evolution of Factoring; Functions of a Factor; Types of Factoring; Factoring Vs Bills discounting; Advantages of Factoring: Forfaiting – an overview.
3. Leasing and Hire - Purchase – Meaning concept and agreement, types of leasing, advantages and disadvantages of leasing, financial evaluation related to Lease vs. Buy /borrow decisions, legal aspects of leasing; Lease vs. Hire-Purchase
4. Venture Capital Financing – Meaning, concept of VCF; Features of VCF, Need, Stages of financing, Exit routes; Role in the development of industry/economy.
5. Securitization – Meaning and features, operational mechanism, Advantages, Provisions of The Securitization Act 2002.
6. Capital structure decisions – Meaning, Factors affecting capital structure and capital structure decisions.
7. Mergers & Acquisitions-Types, Impact on EPS,PE Ratio, determination of exchange Ratio.
8. Financial Modelling using EXCEL.

Note: At least **five Cases** should be discussed in the class.

Books recommended:

1. Khan M.Y., Financial Services.
2. Banking & Financial Services: H.R.Machiraju,
3. Merchant Banking & Financial Services: J.C.Verma.

4. Lease Financing and hire Purchase, Merchant banking, Mutual Funds, Factoring and Venture Capital - Kothari, Vinod- Wadhwa & co. Pvt. Ltd. (Latest Edition)
5. Financial Services- Text, Cases & Strategies- P.Mohana Rao, R.L. Hyderabad- Deep & Deep Publication Pvt.Ltd.

732C-Strategic Financial Management (Core)

Objective: The objective of the course is to teach the students decision making process at the different levels in an organization related to strategies of financial management to prepare him for business world.

- 1-Introduction to SFM-meaning, characteristics, scope, importance, constraints, difference between strategic planning & financial planning, Corporate Strategy
- 2- Strategic planning – meaning, characteristics, strategic intent, component, process, benefit & constraint, financial planning & financial model – meaning, principle, process, factors & types constraint application of financial model, process & types & future of FM development.
- 3- Portfolio tools-types, advantage & constraint & various analytical investment decision tools.
- 4- Investment decision under risk & uncertainty – types & techniques
- 5- Merger and acquisition, organic and inorganic methods take over- methods identification of target resisting take over turn around – financial analysis at each stage, Benefits of Due Diligence.
- 6- Financial planning & financial model – meaning, principle, process, factors & types constraint application of financial model, process & types & future of FM development
- 7- Arbitrage –Interest rate parity
- 8 -Cases related to short and long term strategic financial management.

Note: At least **five Cases** should be discussed within the class

Books Recommended:

1. Strategic Management – Upendra Kachre- Excel Book – 1st Edition 2005
2. Strategic Management - Hachiraja

733C-Marketing Management (Core)

The objective of this paper is to develop creative skills in the students to understand the dynamics of the competitive market and positioned distinctively.

1. Marketing Concepts: Customer Value and Satisfaction, Customers Delight. Value chain, scanning the Marketing Environment. Marketing Philosophies
2. Market demand , structure and competition
3. Market Segmentation, targeting, positioning. Levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation. Positioning.
4. Basics of Marketing Information System and Marketing Research Process.
5. Product Decision: Objectives, Product classification, New Product Development Product-Mix, Product life cycle strategies, branding, introduction of packaging, & labeling.
6. Pricing Decisions: Factors affecting price, pricing methods and strategies.

7. Distribution Decisions: Importance and Functions of Distribution Channel, Distribution Channel Decisions, Distribution Channel Members.
8. Promotion Decisions: A view of Communication Process, developing effective communication, Promotion-Mix elements.
9. An introduction to Digital Marketing

Note: At least **five Cases** should be discussed in the class.

Books recommended:

1. Principle of Marketing Management – Philip Kotler , Pearson Education, Latest Edition
2. Marketing Management -S.A. Sheralkar , Himalaya Publishing House, Latest Edition
3. Fundamentals of Marketing- William .J.Stanton , McGrawhill Publication, Latest Edition
4. Marketing Management – South Asian Perspective, Kotlar ,Kelkar, Koshi, and Jha., Pearson Education, Latest Edition
5. Marketing Management –S.H.H. Kazmi, Excel Books India, 2007

734 C- HRM& Accounting (Core)

Objective: The objective of this paper is to understand the human management to get the satisfied and competitive work force to build strength of the organization. Also to understand the audit mechanism and it's reporting in the corporate

1. the Field of HRM: Need and significance of HRM, HRM function, environmental influence on HRM, ASTD HRM Model.
2. Acquisition of Human Resources: Job Analysis, Job Description, Job Specification, human resource Planning—Objective, Importance, Recruitment –Recruitment Policy, Sources, Techniques of Recruitment, Selection, Induction and Placement.

INTRODUCTION OF HR Accounting.....

HR as assets –Meaning of Human Resource Accounting - Introduction to Human Resource Accounting - Human Resource Accounting concepts, objectives, advantages & limitations, methods and applications approaches to HR accounting– Human Resources Accounting Vs Other Accounting .

3. -HUMAN RESOURCE ACCOUNTING SYSTEM

Human Resource costs, methods of evaluating human Resource controlling, Developing Human Resource Accounting Systems – Implementation of Human Resource Accounting –Recent Advancements and future directions in Human Resource Accounting. HR accounting and benchmarking, measuring return of human assets, Prevention of Human Resource Wastage.

4. HUMAN RESOURCE AUDIT

Role of Human Resource audit in business environment – HR Audit objectives – Concepts – Components – Need – Benefits - - Importance – Methodology – Instruments – HRD score card – Effectiveness of as an instrument – Issues in HR audit

5. -HUMAN RESOURCE AUDIT REPORT

HRD audit report – Concepts – Purpose – Role of HR managers and auditors – Report Design – Preparation of Report – Use of Human Resource audit report for Business improvement – Case Studies

Books recommended:

Text Books:

1. "Human Resource Management --Robert L. Mathis and John H. Jackson," South Western College Publishing, Third Edition
2. "Human Resource Management" A strategic approach to employment,--S.K Sharma Global India Publication 01-dec-2009
3. Human Resource Management—C.B.Gupta, Sultancvhand and Sons, Sixth Edition
4. Human Resource & Personnel Management—K.Aswathapa, Tata McGraw-Hill Publication Ltd, Sixth Edition.
5. Human Resource Management – Seema Sanghi, MacMillan Publishers, India Ltd., First Edition 2011.

Reference Books:

6. Human Resource Management—S.P.Robbins, Printice Hall Publication, Human Resource Planning—Bhattacharya, Excel, Sixth Edition.
7. Human Resource Management –Raymond Anor, John R Hollenbeck, BarryGeehart,Patrick M Wright,Fifth edition,Tata McGraw- Hill Publication Ltd.
8. Human Resource Management –John M Iwancerich, Tent Edition,Tata McGraw- Hill Publication Ltd.
9. Human Resource Management –David A. Decenzo,StephenP.Robbins,TenthEdition,Wiley India Ltd.

Books recommended:

10. "Human Resource and Personnel Management",--William B. Werther Jr. and Keith Davis, Singapore, McGraw hill publication, 3RD Edition
11. Human Resource accounting practices in Indian industries, Mamta Ratti, Management Prudence Journal, vol 3, Issue 1, Published 2012
12. Human Resource accounting—R.K .Gupta, Anmol Publications, Pvt.Ltd.Latest Edition
13. Human Resource Accounting ---N.P agarwal, neha publisher & distributor, Latest Edition

735D-Security Analysis & Portfolio Mgmt. (Elective Discipline)

Objective: The objective of this paper is to provide knowledge about the portfolio management of a company and its security.

1. Introduction: Meaning & Concept of Investment, Investment verses Speculation verses gambling, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment.
2. Risk Return: Concept of Risk and Return, Application of Statistics, Systematic and Unsystematic Risk, Efficient capital markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.
3. Factor Models and Arbitrage Pricing Theory.
4. Valuation of Securities – An introduction to security valuation, Top Down and Bottom Up approach. Tax Implications.
5. Valuation of Equity & analysis – Active equity Investment styles, Equity valuation Models
6. Valuation of Bonds: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conversity, Bond Value Theorem, Yield to maturity, Tax Implications.

7. Security Analysis: Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.
8. Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model, Multiple Security Portfolio, Portfolio Investment Process.
9. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures, Jensen model.

Note: At least **five Cases** should be discussed within the class

Books recommended:

1. V.K.Bhalla, Investment Management: Security Analysis and Portfolio Management, New Delhi, S.Chand and Sons, Sixth Edition, 1999
2. Donald E.Fisher and Ronald J.Jordan, Security Analysis and Portfolio Management, New Delhi, PHI Publication, 1998.
3. V.A.Avadhani, Investment and Security Markets in India, Bombay, Himalaya Publication, 1998.
4. Edwin J.Elton and Martin J.Gruber, Modern Portfolio Theory and Investment, Singapore, John Wiley and Sons, 1996.
5. Preeti Singh, Investment Management, Bombay, Himalaya Publications, 9th Edition, 2000.

736D - Corporate Tax Planning and Management (Elective Discipline)

Objective: The objective of this paper is to provide knowledge about the tax planning & management in corporate sector.

1. Meaning and Basic concepts:-Tax Planning, Tax Management, Tax evasion & tax avoidance.
2. Corporate Tax in India, Types of Companies, Residential Status of companies, Tax liability and Minimum Alternate Tax (MAT), Tax on distributed profits & dividend.
3. Assessment of Companies, Partnership Firms as such, Partnership firms as Association of Persons. Alternate Minimum Tax (AMT)
4. Tax Planning with reference to setting up of a new business - Locational aspect, nature of business, form of organization.
5. Tax planning with reference to business restructuring—amalgamation, demerger, conversion of sole proprietary concern in to partnership firm or company.
6. Special provision related to Non-Resident, double taxation relief, Provision regulating transfer pricing. Overview of international taxation
7. Goods and Services Tax (GST) Act 2017 – History of Indirect Taxes in India, Introduction to GST, Purpose and rationale of GST, Advantages and Challenges of GST, Basic Terminology, Registration, Types of GST – CGST, SGST and IGST, Allocation of GST, Input Tax Credit.

Reference Books.

1. Direct tax planning - S.P Goyal Sahitya Bhawan Agra
2. Direct tax planning & management - Dr.Vinod K. Singhania., Dr. Kapil Singhania, Taxmann Publications New Delhi
3. Direct taxes Law and Practice - Dr.Vinod K. Singhania., Dr. Kapil Singhania, Taxmann Publications New Delhi
4. Corporate Tax Planning & Management - Ahuja, Girish and Ravi Gupta, Bharat Law House

5. Goods and Services Tax Taxmann
6. GST Ready Reckoner – V.S.Datey, Taxmanns Publications New Delhi

737D-Principles, Practices and Regulation of Insurance (Elective Discipline)

Objectives: The objective of this paper is to have knowledge about life and general Insurance sectors in India.

1. Insurance-meaning, concept, role & significance , Fundamentals / Principles of Insurance.
2. Life Insurance – Introduction to life insurance, Life Insurance products- Options, Guarantees and Risks, Underwriters, Computation of Premium/Bonus, Claims of Life Insurance, Group Insurance & Pension Plans, Double insurance & Reinsurance, Financial Planning & Taxation,
3. General Insurance - Introduction to general Insurance
Theory and Practice of Rating, Legislative and Regulatory matters regarding Fire Insurance, Marine Insurance, Motor Insurance, Personal Accident Insurance, Health Insurance, Miscellaneous Insurance – Liability Insurance, Engineering Insurance, Rural Insurances, Obligations of Insurers to the Social Sector,
4. Procedure for Becoming an Agent, Functions of the Agent. Agency commission structure, . Fundamentals of Agency Law, Insurance Documents ,Personal Development and Behavioural aspects
5. Regulatory mechanism -- Establishment of IRDA Role of IRDA Short title & commencement

Issues and / or renewal of license, Code of Conduct, Notifications, Role of Insurers to the Social Sector
6. Role of technology in delivery of insurance services

Text Books recommended:

1. Principles & Practice Of Insurance By Dr.P.Periasamy, Himalaya Publishing House-2012
2. O.S.Gupta, Life Insurance, Special Reference to LIC
3. Nalini Prava Tripathy & Prabir Pal – “Insurance”- Theory and Practice, Prentice Hall of India Private Ltd., New Delhi
3. M.J. Methew “Insurance- Principles and practice” , R.B.S.A. Publishers, S.M.S Highway
4. Modern Concepts Of Insurance – M.N. Mishra , S.Chand and Company Ltd. Ram Nagar, New Delhi
5. Insurance Principles & Practice By M.N.Mishra & Dr. S.B. Mishra, Publishing S.Chand , 18th Edition 2011
5. R.M.Shritastava, Management of Indian Financial Institutions, New Delhi, Himalaya Publications, Latest Edition 2000.

738G -Entrepreneurship (Elective Generic)

Objective: The subject will help in understanding the nitty-gritty of entrepreneurship and also to know about various institutions and programmes for promotion of entrepreneurship activities by government and nongovernmental organizations.

1. Concept of Entrepreneurship – Meaning – Types – Qualities of an Entrepreneur – Classification of Entrepreneurs – Factors influencing Entrepreneurship – Functions of Entrepreneur – Role of entrepreneurship in economic development. Innovation, Creativity and lateral Thinking
2. Forms of organization- Sole Proprietorship, Partnership and Company and their features, advantages and disadvantages.
3. Methods and sources of raising Finance- Domestic and global, their features and merits and demerits, Venture Capital
4. Project Management- Business idea generation techniques – Identification of Business opportunities – Feasibility study – Technical, Marketing, Finance, Economic and Social Appraisal– Preparation of Project Report.
5. Enterprise Marketing: Goals of Business-Goal setting, SMART goals, Marketing & Sales Strategy, Branding, Promotion Strategy, Customer Relations, Employee and Vendor Management
6. Enterprise Growth Strategies: Franchising, Mergers and Acquisitions, Moving up the Value Chain and Value Addition
7. Reasons of Business Failure
8. Importance of small scale industries – Definition – Contribution to national economy – Classification of small scale units – Cottage, tiny, village, ancillary – Concept, Infrastructure for small business units. Procedures in setting of small scale units – Licensing – Registration – Financing, Characteristics and Problems
9. Institution for the development of small scale industries – NSIC, SIDCO, SIDO, SISI , Development Commissioner – TANSI, SIDCO, DIC, Directorate of Industries and Commerce. Concessions , rebates, incentives and subsidies to small scale units – Prime Minister’s Rojgar Yojna (PMPY) EPZ and 100% EQUs, Sickness of small scale units and revival.
10. Industrial Estates – Meaning , types and necessity
11. New venture areas for Entrepreneurs
12. Social Entrepreneurship: Meaning and Concept and Characteristics
13. Case Studies

REFERENCE BOOKS:

1. Srinivasan N.P. – Entrepreneurial Development
2. Saravanavel – Entrepreneurial Development
3. Vasant Desai – Project Management
4. Jayashree Suresh – Entrepreneurial Development
5. Holt – Entrepreneurship – New Venture Creation
6. J.S. Saini & S.K. Dhameja – Entrepreneurship and Small Business
7. P.C. Jain – Handbook for New Entrepreneurs
8. Dr. C.B. Gupta & Dr. S.S.Khanka – Entrepreneurship and Small Business
9. Vasanth Desai – Management of Small Business Himalaya Publishers
10. C.B. Gupta – Management of Small Business Sultan Chand and Sons
11. S.S. Kanka, S. Chand and Co – Entrepreneurial Development

739P-Summer training Report submission (project work)

MBA (FS) IV SEMESTER January 2017

741C	Services Marketing & CRM (Core)	3
742D	Investment and Merchant Banking(Elective Discipline)	3
743D	Analytical Techniques for Finance (Elective Discipline)	3
744D	International Financial Markets & Forex Management (Elective Discipline)	3
745A	Commodity Derivative & Price Risk Mgmt. (Ability Enhancement)	3
746P	Major Research Project (Project Work)	4
74V	Comprehensive Viva Voce(Virtual credit)	4
	Total Credits	23

741D-Services Marketing & CRM (Core)

Objective: The objective of this paper is to understand various processes and strategies for marketing of services and strategies for building lasting customer relationship

1. Understanding Services: Service Sector & Economic Growth, Service Concept - Service Characteristics-Classification of Services, -Challenges in Service Marketing
2. Marketing mix in service marketing (8ps) - Understanding service process, Service offerings –core & supplementary product element -Price & other costs of services – Place & time – Service Delivery system -Promotion & customer education -People employees role in service Productivity and Quality -Physical Evidence in Services
3. Service from customer’s view point - Customer contact with service organization. Complaint Handling and service recovery
4. Strategic Issues in Service Marketing -Service Positioning and Design-Service Differentiation
5. Introduction to CRM: Evolution of CRM, Relationship Marketing, significance and benefits of CRM to different business organizations and customers.
6. Concepts of CRM: Concept of Customer Lifecycle, Lifecycle stages, Customer Lifecycle Management, Customer Lifetime Value assessment
7. CRM Process: Objectives, Customer segmentation, Customer database, Strategy formulation, Infrastructure development, Designing system, Core processes, Developing people, Customer retention, Recovering lost customers, Terminating relationships.
8. Database Management: Information management for customer acquisition, retention, attrition and defection, data warehousing, data mining.
9. Measuring CRM Effectiveness: CRM Metrics – Financial and non-financial measures.

Books recommended:

1. “Services Marketing ”, Christopher H. Lovelock, New Delhi: Prentice Hall of India Latest Edition
2. “Customer Relationship Management”, Baran, Roger J., Galka, Robert J. and Strunk, Daniel P. , Cengage Learning, New Delhi, (2008),
3. “Customer Relationship Management”, Sheth, J.N., Parvatiyar, A. and Shainesh, G., TMH, Latest Edition
4. “Customer Relationship Management A Databased Approach”, Kumar, V. and Reinartz,

Werner J., Wiley India, New Delhi., (2006)

5. "Service Marketing" Valarie A Zeithaml & Mary Jo Bither, Tata McGraw Hill Publication, Latest Edition
6. "Service Marketing" Ravi Shankar, Excel Books, Latest Edition
7. "Service Marketing" B. Balaji, S. Chand & Co. Latest Edition

742D-Investment and Merchant Banking (Elective Discipline)

Objective: The objective of this paper is to have knowledge about financial services rendered by merchant bankers in India

1. Introduction to merchant banking – Origin, Meaning and concept, functions of and role merchant bankers, recent developments.
2. Regulation for merchant banking activities – registration, code of conduct, obligations.
3. Public issue management: SEBI Guidelines and regulations.
4. Pre-issue and post issue management – Obligations, requirements, operational guidelines.
5. Issue management intermediaries - Under writers, Registrars, Debenture Trustees, Portfolio managers, bankers and brokers to an issue.
6. Depository Services - depository system, meaning, depository and depository participant, SEBI guidelines, Dematerialization of shares, dematerialization of shares, advantages of depository system.
7. Mutual funds-Meaning, Concept & types.
8. Project Appraisal - : Investment Bankers & Projects, Conceptualization of a Project Idea, Preliminary Feasibility Study, Project Report Preparation, Project Financing in India.
9. Methods of Corporate finance: Consortium, Loan Syndication & multiple banking- Origin and Trends – Players in the Market – The Basic Loan Structure -Mechanics of Syndication – Terms & Conditions.
10. Recent Innovations – Designing Customized Instruments – Pricing of Instruments – Implications of Overpricing and under pricing - pricing Practices in the market.

Note: At least **five Cases** should be discussed within the class

Book recommended:

1. Merchant banking H.R. Machiraju, New Age International Publication
2. Merchant banking and financial services Dr. S. Guruswamy. Thompson Publication
3. Financial markets, Institutions and services N.K.Gupta and Monica Chopra, Ane's student edition.

743D- Analytical Technique for Finance (Elective Discipline)

Objective: This paper is meant to train the students for different types of analysis helpful in finance and make their analytics stronger.

1. Application of differentiation in Economics and management – Elasticity estimation, Maxima and Minima of a function and Profit Maximization.
2. Application of Integral calculus, Integration of a function, Consumer's and Producer's Surplus through Integral calculus.
3. Meaning and Methodology of Econometrics-Nature and Scope of Econometrics in finance. Basic terminology to understand interpretation of econometrics analysis. Forms of Econometric models and their application.
4. Application of Dummy Regression model and its various forms
5. Concept of Time Series Analysis, Fundamentals of Business & Business Environment, Basic concepts of Business Forecasting and Planning.
6. Quantitative Forecasting; Criteria for Evaluation: ME, MAD, MSE, RMSD, PE, MPE, MAPE, Theil's U - Statistic; Introduction to qualitative & technological forecasting.
7. Introduction to Box-Jenkins (ARIMA) Methods.

Note: At least **five Cases** should be discussed within the class

Books Recommended:

Forecasting

1. Makridakis, Wheelwright and McGea (1983), Forecasting: Methods and Applications, John Wiley & Sons.
2. Makridakis, Wheelwright and Hyndman (2003), Forecasting Methods and applications, John Wiley & Sons.
3. Business Forecasting, John E. Hanke, Dean W. Wichern (8th Edition), Pearson Education.
4. Elements of forecasting, Francis. X. Diebold, Thomson Learning
5. Forecasting Application & Methods, Francis. X. Diebold, Cengage Learning edition

Econometrics

1. Gujarati, D.N. Basic Econometrics (5th Edition) MC Graw Hill New Delhi.
2. Koutsoyiannis, A, Theory of Econometrics (2nd Edition), The Macmillan Press Ltd. London
3. Maddala, G.S, (3rd Edition) Introduction to Econometrics, McMillan, London

Mathematical Economics

1. Mehta and Madnani: Mathematics for Economists
2. Allen, R.G.D. : Mathematical Analysis for Economics Analysis

3. G.S.Moonga: Mathematics and Statistics for Economists- Vikas Publications

744 D-Internationals Financial Markets & Forex Management (Elective Generic)

Objective: *The Objective of this paper is to have knowledge of international financial flows and its impact on exchange rate.*

1. Introduction – International Trade , its importance, Theory of international Trade Classical Theory- Theory of Absolute Advantage and Comparative Costs, Barriers to Foreign-Trade -Tariff Barriers and non Tariff Barriers.
2. Balance of Payment-Meaning of BOP, Components of BOP, importance of BOP, Meaning of Deficit and Surplus, Equilibrium, disequilibrium and adjustments, method of correcting disequilibrium.
3. Exchange monetary systems. The gold standard, the Bretton Woods system. The flexible exchange rate system.
4. Exchange rate Determination : Equilibrium Rate of Exchange, Purchasing Power parity Theory, Demand and supply Theory of exchange rate and BOP Theory, factors affecting exchange rates.
5. Economic Policy and fixed exchange rate/floating exchange rate, capital mobility and exchange rate, fixed vs . Floating exchange rate.
6. Foreign Exchange Markets- Defining Foreign Exchange markets, its structure settlement system, Understanding SPOT and forward rates, Foreign Exchange quotations, premium and discount in forward market, cross rates inverse rates and arbitrage.
7. Foreign Exchange Management in India , Forex Reserves and its uses, Exchange control –objectives, methods, Exchange Control in India.
8. International Capital Markets – ADRs, GDRs, FCCBs, ECBs and their listing mechanism.
9. Short term cash management in MNCs.

Note: At least **five Cases** should be discussed within the class

Books Recommended -

- 1 V.A. Avadhani, “International Finance”, Himalaya Publications, 4th Edition,
- 2 P.G. Apte, “International Financial Market” Tata Mc Graw Hill, 2nd Edition,
- 3 A.K. Seth, “International Financial Management” Galgotia Publications, 2008
- 4 V.K. Bhalla, “International Financial Management”, Anmol Publications, 2nd Edition
- 5 Maurice D. Levi, “International Finance”, New York, McGraw Hill 3rd Edition,
- 6 Ian H. Giddy, “Global Financial Markets”, Delhi AITBS Publication
7. John Holland, “International Finance Management”, Oxford, Blackwell Publication
- . Madhu Raj-International Financial Management-Excel Books, New Delhi.
- 8 Joseph Daniels and David Varihoose, “International Monetary and Financial Economics”

743B-Commodity, Derivative & Price Risk Management

Objective: *The objective of this paper is to have understanding of commodity derivatives, Markets, and Risk Management in pricing of the commodity .*

1. Introduction to Derivatives – Introduction to Derivatives, Meaning of Forwards, Futures, Options and Swaps, Difference between Sport and Futures Markets, Difference between Futures and Forward contracts, types of orders.
2. History of commodity markets – Evolution of commodity markets, Commodity markets

of India

3. Role of Forward market Commission, Overview of Commodity Exchanges
4. Commodity Futures – Meaning and Objective of Commodity Futures, Pricing commodity Futures: Factors affecting Cost of Carry, Investment and Consumption Commodities, Meaning of Basis and Spreads – Basis, Basis Risk, Spread, Participants in Commodity Derivatives – Hedgers, Speculators, Arbitraders.
5. Advanced concept in Commodity Futures-Hedging, what is the concept of hedging ratio, buying hedge or Long Hedge, Uses of buying hedge strategy, Buying hedge with Basis Risk, Selling hedge or Short hedge ,uses of selling hedge strategy, hedge with basic risk, Rolling over of Hedge position, advantage and limitations of Hedging speculation.
6. Option Markets - Types of options, uses of options, Payoffs from options, Trading strategies, Involving options Bull-bear, butter-Fly, calendar and diagonal spread, Straddles, stir rip and straps, Options valuation and pricing, over the counter exchange option, index options
7. Future contracts: Introduction to futures markets, future contract and future trading, specification of the future contract, newspaper quotes, hedging using futures, Index futures, basics of stock index futures, interest rate futures, foreign exchange and currency futures, mechanism of future contracts, operations of margin, convergence clearing process, clearing house and clearing margins, hedging, difference between forward future
8. Swaps: Introduction to swaps, basic swap structure, interest rate swaps, currency swaps, mechanics of swaps, transactions, swap options.

Recommended Books:

- 1 Redhead, Futures – Pearson education Asia Publications, 1999
2. Robert A. Strong, Derivatives: An Introduction – Thompson publications, New Delhi, 2000 Robert W. Kolb, Understanding Futures – PHI Publications, New Delhi,2000
3. Robert W. Kolb, Understanding Options – PHI Publications, New Delhi, 2000
4. John C. Hull Options, futures and other derivatives – Pearson education Asia, 4th edition, 2001

746P-Major Research Project (Project Work)