

M.B.A. (Financial Administration) Syllabus of IPS Academy, Institute of Business Management and Research, Indore (M.P.)  
(NAAC A++ Accredited, UGC Autonomous Institute)

## **IPS ACADEMY**

**Institute of Business Management and Research, Indore**

**(NAAC A++ Accredited, UGC Autonomous Institute)**

**Affiliated to Devi Ahilya Vishwavidyalaya, Indore**



**M.B.A (Financial Administration) 2 Years Degree Program**

**Semester: I to IV**

**to be implemented from the academic session 2022-23**

**(As per D.A.V.V Ordinance 14)**

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**MBA (Financial Administration)**

**w.e.f. academic session 2022-2023**

**Program Objectives (Pos)**

The MBA (Financial Administration) program is oriented to enhance students learning and develop their skills and attitude towards Business, Market and Society as a whole. To support this aim following objectives are formulated:

PO1 Understand and develop critical thinking, problem-solving skills and Leadership skills along with rational financial decisions.

PO2 Interpret financial data and use it to make prudent decisions about the operating performance and financial position of a firm.

PO3 Understand mobilization and allocation of financial resources with cost and financial management techniques.

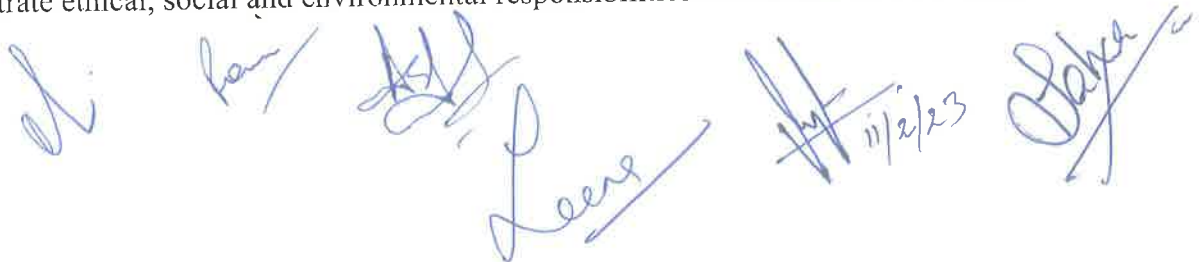
PO4 Foster Analytical and value-based thinking ability to apply financial knowledge to real business situation.

PO5 Develop understanding about international aspects of finance to foster decision-making capabilities in a globalized business world.

PO6 Develop ability to Prepare, interpret, analyze and explain the financial documents and nurture the capability to improve the financial strength of the firm.

PO7 Get familiar with the heuristics and psychological biases and be up-to-date in the latest developments in Finance.

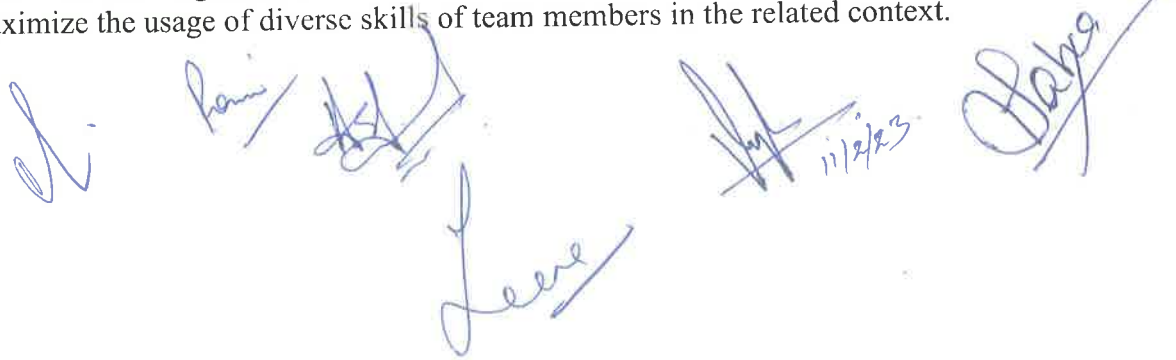
PO8 Demonstrate ethical, social and environmental responsibilities in business environment.

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## Program /Learning Outcomes

The learning outcomes specify the knowledge, skills, values and attitudes that students are expected to attain in MBA program as below:

- **Business Environment and Domain Knowledge (BEDK):** Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvment of business enterprises and exploring the entrepreneurial opportunities.
- **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
- **Global Exposure and Cross-Cultural Understanding (GECCU):** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
- **Social Responsiveness and Ethics (SRE):** Developing responsiveness to contextual social issues problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
- **Effective Communication (EC):** Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
- **Leadership and Teamwork (LT):** Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.



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## MBA (Financial Administration) 2 Years Degree Program

### Proposed Syllabus

to be implemented from the Academic Session 2022-23

### Nomenclature and Course Outline

#### First Year

#### MBA (Financial Administration): First Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MF-101	Core	Indian Financial System	3	3
2	MF-102	Core	Financial Accounting and Reporting	3	6
3	MF-103	Core	Micro Economics	3	9
4	MF-104	Core	Business Legislation	3	12
5	MF-105	Core	Fundamentals of Management	3	15
6	MF-106	Core	Quantitative Techniques	3	18
7	MF-107	Skill Enhancement	Business Communication	3	21
8	MF-108 A	*General Elective	IT & E Business Fundamentals	3	24
	MF-108 B		Human Resource Management		
9	MF-109	Virtual Credit	Comprehensive Viva Voce	4	
<b>Total credits up to first semester</b>					24

\*Choose any one from General Elective.

#### MBA (Financial Administration) Second Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MF-201	Core	Operations Research	3	27
2	MF-202	Core	Business Research Methods	3	30
3	MF-203	Core	Bank Management	3	33
4	MF-204	Core	Organisational Behaviour	3	36
5	MF-205	Core	Financial Management	3	39
6	MF-206	Core	Cost and Management Accounting	3	42
7	MF-207	Skill Enhancement	Macro-Economic Theory and Policy	3	45
8	MF-208 A	*General Elective	Service Marketing	3	48
	MF-208 B		Digital Marketing		
9	MF-209	Virtual Credit	Comprehensive Viva Voce	4	
<b>Total credits up to second semester</b>					48

\*Choose any one from General Elective.

## Second Year

### MBA (Financial Administration) Third Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MF-301	Core	Fundamentals of Green and Sustainable Finance	3	51
2	MF-302	Core	Financial Data Analytics	3	54
3	MF-303	Core	Tax Planning and Management	3	57
4	MF-304	Core	Insurance Management	3	60
5	MF-305	Core	Financial Products and Services	3	63
6	MF-306	Core	Investment Analysis and Portfolio Management	3	66
7	MF-307 A	General Elective	International Finance	3	69
	MF-307 B		Import Management		
8	MF-308	Project Work	Major Research Project	4	73
9	MF-309	Virtual Credit	Comprehensive Viva Voce	4	
				<b>Total credits up to third semester</b>	<b>73</b>

\*Choose any one from General Elective.

### MBA (Financial Administration) Fourth Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MF-401	Core	Derivatives and Risk Management	3	76
2	MF-402	Core	Indirect Taxes	3	79
3	MF-403	Core	Financial Modeling	3	82
4	MF-404	Core	Project Management	3	85
5	MF-405	Core	Corporate Finance	3	88
6	MF-406	Ability Enhancement	Business Ethics & Management by Indian Values	3	91
7	MF-407 A	General Elective	Entrepreneurship and New Ventures	3	94
	MF-407 B		Enterprise Resource Planning		
8	MF-408	Virtual Credit	Comprehensive Viva Voce	4	
				<b>Total credits up to fourth semester</b>	<b>94</b>

\*Choose any one from General Elective.

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## MF-101 INDIAN FINANCIAL SYSTEM

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to understand the role of financial system in the Indian economy and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

### COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1 Describe the role and structure of the Indian financial system and financial markets.
- CO2 Understand concepts of financial institutions such as banking & non-banking financial institutions.
- CO3 Discuss the role, functions of Regulatory institutions and commercial banks.
- CO4 Explain the core concept of various financial services.

### Course Content

**Unit 1: Introduction to Indian and Global Financial System** Structure of financial System in India. Integration of Indian Financial Market with global financial market. Functions of Financial Sectors, Equilibrium in Financial Markets, Financial Development.

**Unit 2: Regulatory Institutions Roles and Functions:** SEBI (Securities and Exchange Board of India), RBI (The Reserve Bank of India), IRDAI (Insurance Regulatory Development Authority of India), PFRDA (Pension Fund Regulatory and Development Authority).

**Unit 3: Capital Market:** Primary and Secondary Market, Instruments and players of Capital Market (Primary and Secondary), Objective and functions of Provident Funds, Pension Funds, Chit Funds. Forex Market, Debt Market- role and functions of this market;

**Unit 4: Capital Market Operations:** Trading and Settlement mechanism of Stock exchange, Major stock exchange: NSE, BSE, OTCEI, Stock market indices: SENSEX and NIFTY components, calculation and revision, International Stock Exchange and its Operation: NYSE, NASDAQ, LSE.

**Unit 5: Money Market:** Structure, operation and players of Money Market, Instruments of Money Market, Gilt Edged Securities and REPOs Market.

**Unit 6: Mutual Fund:** Concept, types and functioning, Limitations of MF, Mutual Fund Taxation.

#### Books

1. LM Bhole; Financial Markets and Institutions: (TMH)
2. Anthony Saunders, Marcia Millon Cornett; Financial Markets and Institutions: (TMH)
3. Machhirajju; Indian Financial System: Vikas Publishing
4. P. N. Varshney; Banking Law & Practice: Sultan Chand & Sons.
5. S. N. Maheshwari; Banking Law & Practice: Kalyani Publications



## MF-102 FINANCIAL ACCOUNTING & REPORTING

### COURSE OBJECTIVE

Course Type: Core

The objectives of this course are to acquaint the students with the basic concept of financial accounting.

### COURSE OUTCOMES

CO1. Get acquainted with the basic concept of Financial Accounting.

CO2 Prepare financial statements in accordance with Generally Accepted Accounting Principles.

CO3. Develop critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.

CO4. Demonstrate the ability to communicate recent developments of Indian GAAP & US GAAP

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 20 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 40 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions.

### Course Content

#### Unit-1

Introduction to Accounting: Meaning of Accounting, generally accepted Accounting Principles (GAAP), Concepts, conventions, concept of double Entry System of accounting, Rules for debit and credit entries, types of accounts, Journalizing the transactions, posting entries in ledger accounts and preparation of trial balance.

#### Unit-2

Preparation of Final Accounts: Differentiation between capital and revenue expenditure and receipt, Trading Account, Profit and Loss account, Balance Sheet with adjustment entries.

#### Unit-3

Depreciation: Concept of depreciation, WDV and SLM methods.

#### Unit-4

Recent Developments: Need for US GAAP, understanding basic difference between US GAAP and Indian GAAP, Importance of International Accounting standards. Understanding concept and importance of inflation accounting and human resources accounting.

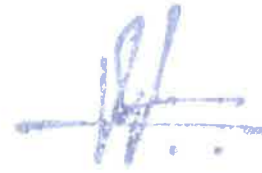


**Unit-5**

Introduction to Corporate Accounting – Issue of Shares & Debentures.

**Text Readings**

1. R.L. Gupta, V.K. Gupta, "Principles of Accountancy", Sultan Chand & Sons.
2. S.N. Maheshwari, "Introduction to Accounting", Vikas Publishing House.
- 3 .P. Iyengar, "Cost Accounting", Sultan Chand & Sons, VIII Edition 1998.
4. Robert N. Anthony and James S. Recee, "Accounting Principles", New Delhi S: A.I.T.B.S. Pub. and Distributions.
5. R.P.Rastogi, "Graded Problems and Solutions in Financial Management", Galgotia Publication, New Delhi.



## MF-103 MICRO ECONOMICS

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to help the students gain understanding of different aspect of managerial economics and also the functions and responsibilities of the manager with a focus on micro economic concepts.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1 Demonstrate knowledge of fundamental managerial concepts and principles including analysis of difference and interrelation between microeconomics and business decision making
- CO2 Acquaintance with the necessary analytical tools to analyze decision making by individual consumers and firms such as demand, supply, pricing and resource allocation.
- CO3 Understand the economic basis for business characteristics and market imperfections.
- CO4. Demonstrate detailed understanding of microeconomics for management and also new tools and concepts for economic analysis.

### COURSE CONTENTS

#### UNIT I

**Introduction:** Definition of Economics, basic concepts related to Micro and Macro economics theories, Types of Economic Analysis , Kinds of Economic Decisions, Application of Micro Economics.

## UNIT II

**Consumer Behaviour, Utility & Demand 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.

## UNIT III

**Production & Cost Analysis**-Production Function- Law of Variable Proportions, Iso-Quants, Law of Returns to Scale, Marginal rate of technical Substitution, Economies of Scale. 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

## UNIT IV

**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.

## UNIT V

**Product Pricing Policy** – Cost based, Competition based, Cyclical, Multiproduct 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 Choudhhury, " 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

## MF-104 BUSINESS LEGISLATION

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to acquaint the students with the knowledge of the legal framework which influences the functioning of business. Here the emphasis is to develop an understanding among the students of the significant provisions of selected business laws and help them acquire the ability to address basic application-oriented issues.

### COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Understand the legal system, in which a business functions,
- CO2. Develop an understanding of relationship of various laws and economic activities, application of business laws in business activities.
- CO3. Develop an understanding of application of business laws in business activities.
- CO4. Develop a sense of ethical viewpoint towards business laws and legislation in conduct of economic activities.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE CONTENTS

#### UNIT I

**The Indian Contract Act, 1872:** General Principles of Contract, Nature and classification of contract, Essential elements of a Valid Contract, Offer and Acceptance, Void and Voidable Agreements, Performance of Contracts, Discharge of Contracts, Breach of a Contract and Its Remedies, Contingent and Quasi-Contracts, Contracts of Indemnity and guarantee, Contract of Bailment, Contract of Agency, Contract of Pledge, Difference between Pledge, Hypothecation, and Mortgage.

## UNIT II

**The Sale of Goods Act 1930:** Formation and Essentials of a Sales Contract, Conditions and Warranties, Transfer of ownership and delivery of goods.

Duties of Seller and Buyer, Unpaid seller and his rights, Remedies for Breach of a Sale Contract.

## UNIT III

**The Negotiable Instrument Act, 1881:** General Principles, Meaning and Definition of Negotiable Instruments, Nature and Types, Negotiation and Assignment, Ambiguous Instruments, Holder in due Course, Dishonor and Discharge of a Negotiable Instruments.

## UNIT IV

**The Companies Act, 2013:** Meaning, Definition and Essential features of a Joint Stock company, Types of Companies, Difference between a private and Public Ltd. Company, Promotion and Incorporation of a company, Corporate Veil theory, Memorandum and Article of Association, Doctrine of Constructive Notice and Indoor Management of Companies, Capital of the Company, Meetings of the companies- General Principles and Types, Minority Protection, Winding-up and Dissolution of Companies.

## UNIT V

**Consumer Protection Act: Key terms and their definition,** Consumer Rights, Legislative framework on Consumer Protection in India, Remedies and Relief available to consumers.

**Law of Partnership: Meaning and Essential Features of Partnership,** Essential Elements of Partnership, Formation of Partnership and Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership.

## TEXT READINGS

1. Avtar Singh, Mercantile Law, Eastern Book Company, Latest Edition.
2. Chandra Bose, Business Laws, PHI, Latest Edition.
3. Bulchandani, Business Law for Management, Himalaya Publishing House, Latest Edition.
4. Kumar, Legal Aspect of Business, Cengage Learning, Latest Edition.
5. Taxman's General and Commercial Laws, Latest Edition.
6. M.C. Kuchhal & Vivek Kuchhal Business Law, Vikas Publishing House, Latest Edition.
7. Satish B. Mathur Business Law, McGraw Hill Education (India) Private Limited, Latest Edition.

## SUGGESTED READINGS

1. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman, Rohini Aggarwal, Latest Edition.
2. Mercantile & Commercial Law, Taxmann, Latest Edition.
3. M.C. Kuchhal, Business Law, Vikas Publishing House, Bare acts related to the above laws, Latest Edition.

## MF-105 FUNDAMENTALS OF MANAGEMENT

### COURSE OBJECTIVE

Course Type: Core

The course is aimed at delivering an insight in to the field of management to help the students gain understanding of the functions and responsibilities of the manager, The course aims at explaining various concepts of management and contemporary management practices, and understanding of challenges faced by the managers in day-to-day work environment.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily**

### COURSE OUTCOMES

After studying the course, the students would be able to gain:

- CO 1. Understanding of various management concepts functions and practices.
- CO 2. Understanding of the role of managers.
- CO 3. Learn about integrating management practices in work environment.
- CO 4. Enhance their decision-making through the use of analytical skills of management.

### COURSE CONTENTS

#### UNIT I

**Introduction to Management:** Concept, Nature and Importance of Management, Functions and Responsibilities of Managers, Management Thoughts – Fayol, Taylor & Weber's Contribution to Management, The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers.

#### UNIT II

**Planning and Concept of Objectives** Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning, Objectives (Nature and Types), MBO (Process, benefits and limitations).

### UNIT III

**Strategies and Policies** Strategic Planning (Levels, Types and Process), Corporate Strategic Planning and its Models (TOWS Matrix, Porter's Generic Competency Model, Portfolio Matrix), Forecasting, Decision Making Meaning, Nature, Types & Scope of Managerial Decision-Making process, Models of decision making, Policy and its types, Principles of policy formulation.

### UNIT IV

**Organizing** Nature and Purpose of Organizing, Bases of Departmentation, Span of Management Control, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

### UNIT V

**Directing and Staffing** Concept, Importance and Elements of Directing, Direction Process, Principles of effective direction, Leadership. Staffing Concept, Importance and Steps, Knowledge Worker.

### UNIT VI

**Controlling** Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

### UNIT VII

**Contemporary Management Issues and its Challenges** Cross cultural issues in management- Diversity and the new work force, Organization ethics and social responsibility, New ways of managing the workforce-Neuro-managing, Globalization and its complexity, Technological assistance, work automation, Service economy, Management communication and technology, Knowledge management and knowledge economy.

### TEXT READINGS

1. Essentials of Management –Horold Koontz, O'Donnell and Heinz Weihrich, New Delhi, Tata McGraw Hill, Latest Edition.
2. Organization and Management R.D. Agrawal,, New Delhi, Tata McGraw Hill, Latest Edition.
3. Principles and Practices of Management - Dr. T.N. Chhabra ,Delhi Dhanpat Rai & Co, Latest Edition.



### **SUGGESTED READINGS**

1. Management: A Global Perspective - Horold Koontz, Heinz Weihrich, New Delhi Tata McGraw hill, Latest Edition.
2. Management - Stephen Robbins, New Delhi Pearson, Latest Edition.
3. Principles of Management - Richard L Daft, India, New Delhi :Cengage Learning, Latest Edition.
4. Management Theory and Practice - P. Subba Rao, Mumbai: Himalya Publication House Pvt. Ltd, Latest Edition.
5. Management - Robert Krietner. Houghton Mifflin CO. Latest Edition.





## MF-106 QUANTITATIVE TECHNIQUES

### COURSE OBJECTIVES

Course Type: Core

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 ends semester examination. There will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written tests and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The Semester Examination will be worth 60 marks. It will have two sections, A and B. Section A will contain four questions from Part I Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well as numerical and/or cases/ practical problem(s). All questions will carry equal marks.

### COURSE OUTCOMES

After completion of the course the students should be able

CO1. To prepare students for lifelong learning and successful careers using their mathematical and statistical skills.

CO2. To develop decision making skills pertinent to the practice of mathematics and statistics including the students' abilities to formulate problems, to think creatively, and to synthesize information.

CO3. To train students thoroughly in methods of analysis and algebra, including the computational skills appropriate for mathematicians to use when solving problems.

CO4. To teach students to use current mathematical and statistical concepts and data analysis techniques for problem solving.

### COURSE CONTENTS

#### PART I – BUSINESS MATHEMATICS

##### UNIT I

**Sets and Functions:** Venn diagram and its applications, Operations on sets, Cartesian product of sets. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential). Business Applications of Sets and Functions.

## UNIT II

**Differentiation concepts:** Derivatives of algebraic function, derivatives of sum, difference, product and quotient (algebraic functions), Maxima and Minima- Concept and Uses. Applications of differentiation in economic and managerial problems.

## UNIT III

**Integration Concepts:** Elementary integration for algebraic functions, Simple definite integrals for algebraic functions, Economic Application, Consumer Surplus and Producer Surplus.

## UNIT IV

**Matrices and Determinants with Business application:** Matrices, Types of matrices, operations on matrices, Adjoint of matrix, Inverse of a matrix, Elementary row operations. Solution of simultaneous linear equations, Input/Output analysis.

## PART II – BUSINESS STATISTICS

### Statistical Preliminaries-

**Measures of Central Tendency:** Mean, Median, Mode.

**Measures of Dispersion:** Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation -Properties of standard deviation, Coefficient of Variance.  
(Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

## UNIT V

**Probability and Probability Distributions:** Introduction of Probability, Definition of probability, Addition Theorem, Multiplication Theorem, Bayes Theorem, Conditional Probability, Introduction to Probability Distributions - Discrete probability distributions - Continuous probability distributions (Binomial Distribution, Poisson Distribution, Normal Distribution).

## UNIT VI

**Correlation Analysis:** Introduction, Correlation - Causation and Correlation - Types of Correlation -Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient, Probable Error, Spearman's Rank Correlation Coefficient.

## UNIT VII

**Regression Analysis** - Concept, Least Square Method for Linear and Non-Linear Equations, Solving two lines of Regression and properties of Regression coefficients.

## UNIT VIII

**Time Series Analysis:** Components of Time series, Additive and multiplicative models. Measurement of trend by moving averages and by least square methods. Construction of seasonal indices by sample averages and ratio to moving averages.

## UNIT IX

**Statistical Decision Theory:** Decision making process, Decisions under Uncertainty and Decisions under Risk.

### TEXT READINGS

1. J.K. Sharma, "Mathematics for Management and Computer Applications", Galgotia Publication, Latest Edition.
2. R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", New Central Book Agency, Latest Edition.
3. Bharat Jhunjhunwala, "Business Statistics", S. Chand Publications, Latest Edition.
4. Anderson, "Statistics for Business & Economics", Cengage Learning, India, Latest Edition.
5. Ajay Goel and Alka Goel, "Mathematics and Statistics", Taxmann's Publication, Latest Edition.
6. David Levine, T. Krenbil, P.K. Viswanathan, "Business Statistics", Pearson Education, Latest Edition.
7. R.P. Gupta and Pratibha Gupta, "Business Mathematics", Galgotia Publication, Latest Edition.
8. R.S. Bhardwaj, "Mathematics and Statistics for Business", Excel Book Publication, Latest Edition.
9. S.C. Gupta, "Business Statistics", Himalaya Publication House, Latest Edition.
10. T.N. Srivastava, "Statistics for Management", TMH, Latest Edition.

### SUGGESTED READINGS

1. J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd., Latest Edition.
2. R. Jayprakash Reddy and Y. Mallikaryanna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House, Latest Edition.
3. K. B. Dutta, "Matrix and Linear Algebra", New Delhi, PHI Learning, Latest Edition.
4. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons, Latest Edition.
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal, Latest Edition.

## MF-107 BUSINESS COMMUNICATION

### COURSE OBJECTIVES

Course Type: Skill Enhancement

The objective of the course are

1. To create awareness and sensitize management students towards the significance of effective communication skills and its role in business
2. To acquire the basics of Business Communication
3. To hone up different skills of effective communication viz. listening, speaking, reading and writing of management students
4. To sensitize the students towards the imperative need for developing interpersonal and group communication and enable them to overcome to certain extent the challenges in effective communication with different stakeholders
5. To evaluate their skills on a comprehensive parameter of listening, speaking and writing

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After the completion of the course the students should be able

CO 1. To effectively communicate at both interpersonal and at organizational levels, with all the stakeholders of the organization

CO 2. To converse effectively in the basic formats, and styles of business writing so that he/she will be thoroughly prepared to take part in real-world business situations

CO 3. To respond appropriately in a confident and concise style (oral and written) in a given situation

CO 4. To identify and apply effective usage of the requisite skill in a given business set-up

### COURSE CONTENTS

#### UNIT I

**Basics of Communication:** Define Communication and its objectives in a business set up, Distinguish between Business Communication and General Communication; Principles of Effective Communication; Process of Communication explained through various Models and its examples, Importance of Feedback and critique; Barriers to effective communication

## UNIT II

**Communication Networks:** Channels of Communication: Formal - Upward, Downward, Lateral; Informal – Grapevine, Advantages and Disadvantages of grapevine; Comparing Formal and Informal Channels in various situations; Verbal Communication: significance of choice of words and style of communication, significance of language as an essential tool for communication; Non-Verbal Communication: Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage; Cultural differences in Non-Verbal Behavior

## UNIT III

**Factors affecting Communication:** Barriers to Effective Communication and ways to overcome them; Listening: Importance of Listening, Types of Listening, activities to develop listening Skills; Barriers to Listening and overcoming them, workshop on Understanding the relevance and effectiveness of communication through Transactional Analysis  
(Activity –based)

## UNIT IV

**Business Writing:** Basic patterns of business letters: Cover letters, Applications, Sales and Credit letters, etc.; Directness in good news and neutral situations; Indirectness in bad news and persuasive messages; E-mails, Memos and Circulars; Writing Reports and Proposals.

## UNIT V

**Resume Writing :**Types of resumes viz. Chronological, Functional/ Skill-based, Combination and Targeted; Understanding the advantages and disadvantages of the same; tailoring the content to suit the requirements; Significance of writing resumes for internship and recruitment purposes;  
(Handout based)

## UNIT VI

**Presentation Skills:** Preparing for and conducting Presentations; Designing and delivering online Presentations; Interviewing and being interviewed; Group Discussions; Speeches and Public Speaking; Situation specific role plays as relevant to the discipline  
(Assignment based)

## UNIT VII

**Reading Comprehension:** Understanding the significance of reading and comprehension; Understanding the value of significant reading to develop the ability to comprehension and critical insight; Developing language proficiency and enhance vocabulary and grammar  
(Handout based)

## TEXT READINGS

1. Penrose, Business Communication for Managers, Latest edition, Cengage Learning, India
2. P.D. Chaturvedi, Business Communication Concepts Cases & Applications, Latest edition, Pearson Education.
3. Raymond V. Lesiker, Business Communication – Connecting in a Digital World, McGraw

Hill Education, Latest edition, New Delhi.

4. Debashish & Das, Business Communication, PHI, Latest edition.
5. Courtland L. Bovee Business Communication Today, Latest edition.
6. Agarwal Rohini, Business Communication Organization and Management, New Delhi: Taxmann Publication, Latest edition.

### **SUGGESTED READINGS**

1. Asha Kaul, Business Communication, Latest edition, PHI Learning
2. Courtland L. Bovee, Techniques of Writing Business Letters, Memos and Reports, Jaico Publishing House, Latest edition.
3. Krizan, Effective Business Communication, Latest edition, Cengage Learning, India.
4. Madhukar, Business Communication, Vikas Publishing House, Latest edition.
5. Sushil Bahl, Business Communication Today, Response Books, Reprint, Latest edition.
6. Meenakshi Raman & Prakash Singh Business Communication, Oxford Higher Education, Latest edition.



## MF-108A IT & E-BUSINESS FUNDAMENTALS

### COURSE OBJECTIVES

Course Type: General Elective 1

The objective of this course is to help the student acquire the basic knowledge of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

### COURSE OUTCOMES

After the completion of the course the students should be able

CO1. To understand basics of Information Technology and E-Business fundamentals.

CO2. To gain knowledge of Computer fundamentals and applications of MS-Office in business.

CO3. To have awareness of E-business, Cyber security threats & other related issues.

CO4. To Learn optimum uses of e-resources like websites, search engines, shopping sites, etc.

### COURSE CONTENTS

#### UNIT I

**Introduction to Computer:** Hardware: Input / output devices, storage devices and memory. Software: System and Application Software. Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections Operating Systems WINDOWS XP: Basic Operations, utilities and features.

#### UNIT II

##### Application Software (MS-Office)

MS Word: word basics, formatting text and documents, introduction to mail merge & macros.

MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects.

MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard.

### UNIT III

**E-Business:** Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

### UNIT IV

**E-Business Models:** Elements of Business models, B2B, B2C models Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment

### UNIT V

**Security Environment:** Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in e-commerce.

### UNIT VI

**Inter-organization Business:** EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI

### UNIT VII

**Online Marketing Concepts:** Process, Marketing Communication, Marketing Tools. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization

### TEXT READINGS

1. Ravi Kalakotta & Whinston B., “Frontiers of E-Commerce”, Pearson Education, Reprint, New Delhi, Latest Edition.
2. R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Pearson Education Reprint, New Delhi, Latest Edition.
3. Rayudu C. S. e-Business, Himalaya Publishing House, Latest Edition.
4. Daniel Amor, “The E-Business (R) Evolution”, PHI Learning, New Delhi, Latest Edition.
5. Hanson, E-Commerce & Web Marketing, Cengage Learning, India, Latest Edition.
6. Kamlesh K. Bajaj & Debjani Nag, “E-Commerce”, Tata McGraw Hills, New Delhi, Latest Edition.
7. Joseph, E-commerce, Indian Perspective, PHI, Latest Edition.
8. Murthy C. S. V., e-Commerce, Himalaya Publishing House, Latest Edition.
9. Sinha and Sinha, Computer Fundamentals, BPB Publications, Latest Edition.
10. R.K. Taxali PC Software for windows Made Simple, Tata McGraw Hills, New Delhi, Latest Edition.
11. Sumitabha Das, Unix concepts and applications, Tata McGraw Hills, New Delhi, Latest Edition.



## MF-108B HUMAN RESOURCE MANAGEMENT

### COURSE OBJECTIVES

Course Type: General Elective 2

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices.

### EXAMINATIONSCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

**Note: Relevant Case Studies (at least two cases per unit) will be discussed by the Faculty compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of HRM.

CO2. Demonstrate competence in development and problem solving in the area of HR management.

CO3. Analyze the key issues related to administrating the human elements such as Acquisition, Compensation, Appraisal, Career planning, Training Global Challenges.

CO4. Describe the meaning of terminology and tools used in managing employees effectively.

### COURSE CONTENTS

#### UNIT I

**HRM Concept:** Definition, Concept, Evolution, Relevance of HRM, Human Resource Functions, HRM in current Scenario. Human Resource Policies.

#### UNIT II

**Human Resource Acquisition Process:** Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning, Concept and Process of HRD, Human Resource

Information System, Steps of HRIS, Recruitment, Sources of recruitment, E-recruitment, Selection, Stages in selection process, Placement and Induction.

### UNIT III

**Human Resource Training and Development:** Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programs.

### UNIT IV

**Appraising and Improving Performance:** Basic Concepts, Objectives and Process of Performance Appraisal Systems, Performance versus Potential Appraisal, Types of Appraisal Systems, New Trends in Performance Appraisal Systems, Planning and Career Planning.

### UNIT V

**Maintenance of Human Resources:** Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management.

### UNIT VI

**International HRM: HR in Comparative Perspective, Challenges faced by HR Global Managers:** Cross National Variations in Acquisition, Recruitment, Performance Appraisal, Training & Development, Reward Structure, and Labor Management, etc.

### TEXT READINGS

1. Bohlander, Human Resource Management, 14<sup>th</sup> edition Cengage Learning, India, Latest Edition.
2. Dessler, Verckey, Human Resource Management, Pearson Education, Latest Edition.
3. Monir H. Tayeb, International Human Resource Management, Oxford, Latest Edition.
4. Patnaik, Human Resource Management, PHI, Latest Edition.
5. SubbaRao, International Human Resource Management, Himalaya Publishing House.

### SUGGESTED READINGS

1. Tony Edwards, Chrisrees, International Human Resource Management, Pearson Education, Latest Edition.
2. K. Asawatthapa International Human Resource Management, TMH, Latest Edition.
3. Jeffery Mello, Human Resource Management, Cengage Learning, India, Latest Edition.
4. Subba Rao, Essential of HRM and Industrial Relation, Himalaya Pub. House, Latest Edition.
5. Methis& Jackson Human Resource Management, Cengage Learning, Latest Edition.  
Dowling, International Human Resource Management Cengage Learning, India, Latest Edition.

## MF-201 OPERATIONS RESEARCH

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks. The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 20 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 40 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions.

### COURSE OUTCOMES

After the completion of the course the students should be able

- CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
- CO2. To understand the interdependence of the operations function with the other key functional areas of a firm.
- CO3. To apply analytical skills and problem-solving tools to the analysis of the operations problems.
- CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

### COURSE CONTENTS

#### UNIT I

**Introduction to Operations Research:** Meaning, Scope of Operations Research in Management, Advantages and Limitations of Operation Research, OR Models.

#### UNIT II

**Linear Programming:** Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.

### UNIT III

**Transportation Model:** Mathematical Formulation, Initial Basic Feasible Solution (North-West corner method, least cost method, Vogel's Approximation Method), Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

### UNIT IV

**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, Travelling Salesman Problem.

### UNIT V

**Waiting Line Models:** Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population).

### UNIT VI

**Replacement Models:** Introduction Scope in Management, Single Equipment Replacement Models and Group Replacement.

### UNIT VII

**Game Theory:** Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using Algebraic and Graphical Methods.

### UNIT VIII

**Simulation:** Introduction to simulation, Monte Carlo Technique and Its Applications

### UNIT IX

**Markov Chain Analysis:** Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

### TEXT READINGS

1. Anderson, **Introduction to Management Science**, Cengage Learning, Latest Edition
2. Hamdy A. Taha, **Operations Research: An Introduction**, Pearson, Latest Edition,
3. N.D. Vohra, **Quantitative Techniques in Management**, McGraw Hill Education; Latest Edition.
4. H.M. Wagner, **Principles of Operations Research with Application to Managerial Decisions**, PHI Learning, Latest Edition.
5. Chawla, **Operation Research**, Kalyani Publication Ludhiyana, Latest Edition.
6. Sharma Anand, **Operation Research**, Himalaya Publishing House, Latest Edition.
7. J K Sharma, **Operations Research Theory & Applications**, Macmillan India Ltd, Latest Edition.
8. Kalawati, **Operations Research**, Latest Edition, Vikas Publication Pvt.ltd, Latest Edition.



### SUGGESTED READINGS

1. Winston, Operation Research Application and Algorithm, Latest Edition, Cengage Learning.
2. Krajewski, Ritzmen, Malhotra, Operations management: Process & value, Latest Edition, Pearson.
3. V. K. Kapoor, Problems and Solutions in Operations Research, Latest Edition, New Delhi, Sultan Chand and Sons.
4. F. Hillier, Introduction to Operation Research, Latest Edition, TMH
5. Bobby Srinivasan and C.L. Sandblom, Quantitative Analysis for Business Decisions, Latest Edition, McGraw Hill Publications



## MF-202 BUSINESS RESEARCH METHODS

### COURSE OBJECTIVES

Course Type: Core

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper (s) along with decisional research which is done to provide information for a pending decision.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able

CO1. To provide deeper knowledge and experience in applying commonly used qualitative and quantitative research methods to the research process.

CO2. To refine research questions to meet high level research objectives/questions

CO3. To develop data collection instrument according to the underlying theoretical framework.

CO4. To understand the steps of conducting the business research and writing the research Report.

### COURSE CONTENTS

#### UNIT I

**Introduction:** Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

Exercise: Framing of Objective

#### UNIT II

**Research Design:** Variables and types of variables, Review of Literature and Its use. Research Design and Types of research designs, Need for Research Design, Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Survey Research.

Exercise: Prepare a Literature Review

### UNIT III

**Sampling and Tool for Data Collection:** Sample Size determination & Sampling Techniques, Sampling error and Standard error. Tools For Data Collections – Interviews, Questionnaire and Observations. Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Data.

Exercise: Development of Questionnaire, Data Collection (Field Survey)

### UNIT IV

**Data Analysis:** Hypothesis, Types and formulation of Hypothesis, Hypothesis Testing, Parametric Tests (Small test- t test, large sample test- z test, F test, ANOVA) and Non Parametric Test (Chi Square).

Exercise: Application of appropriate data analysis technique through SPSS statistical software

### UNIT V

**Report Writing:** Research Report Writing, Types of reports and Characteristics of a research report.

Exercise: Referencing of the project report as per the VI Ed. of APA Standards.

### TEXT READINGS

1. William G. Zikund, Business Research Methods, Cenage earning India, Latest Edition.
2. Uma Sekaran, Research Methods for Business- A Skill Building Approach, Wiley Student Edition, Latest Edition.
3. C R Kothari and Gaurav Garg, Research Methodology Methods and Techniques, New Age International Publishers, Latest Edition.
4. Bharat Jhunjhunwala, Business Statistics A self Study Textbook, S Chand & Company, Ltd, Latest Edition.

### SUGGESTED READINGS

1. Cooper Schindler, Marketing Research, Concept & Cases, Latest Edition.
2. Aakar, Kumar, Day Marketing Research, Latest Edition.
3. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, Latest Edition
4. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press, Latest Edition.

## MF-203 BANK MANAGEMENT

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to develop acquaintance and conceptual understanding of Indian banking sector among the students. Also, to make students understand about the recent trends in banking sector.

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1 Critically understand the core concept and overview of regulatory institutions implications related to banking industry.

CO2 Understand the various banking operations and core concept of ALM by banks.

CO3 To explain about the banking adequacy requirements and evaluation.

CO4. Explain the recent trends in economic through digital banking and discuss various banking frauds

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE CONTENTS

#### UNIT I

**RBI and Banking Regulation Act:** Banking Structure in India- Reserve Bank of India (RBI), Role of Reserve Bank as a regulator of banking system, Provisions of Banking Regulation Act 1949 & Reserve Bank of India Act 1934. The Banking Regulation (Amendment) Act, 2017. Provisions of Negotiable Instrument Act, 1881. Provisions of Negotiable Instruments (Amendment) Act, 2018.

#### UNIT II

**Overview of Banking Industry:** Commercial Banks, Rural Banks, Non- Banking Financial Corporation's (NBFCs) and Co-operative banks their role and significance, International Banking, Capital Adequacy norms for banks- Statutory Liquidity Ratios (SLR), Cash Reserve



Ratio (CRR), Capital Adequacy Ratio (CAR), CAMELS Rating, BASEL accords I, II and III.  
Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate and Solvency Risks.

### UNIT III

**Banking Operations:** Customers' accounts with banks, Opening- operation, KYC norms and operation, Types of accounts and customers, Nomination. Core banking solutions, Bank as a lender, Types of loans, Overdraft facilities Discounting of bills, financing book dates and supply bills, Charging of Security bills, pledge, mortgage, assignment.

### UNIT IV

**Asset liability Management by Banks:** Management of NPAs, Asset Reconstruction Company and its role, Securitization and Reconstruction of Financial Assets and Enforcement of Securities Interest Act, 2002 (SARFAESI Act).

### UNIT V

**Digital Banking & Banking Frauds:** Digital Banking in India and evolution, Digital Darwinism, Various Avenues of digital Banking-Banking cards, USSD, Aadhaar Enabled Payment System (AEPS), UPI, Mobile Wallets, Bank pre-paid cards, Point of Sale (PoS), Internet Banking, Mobile Banking, Bharat Interface for Money (BHIM) app. Rupay Card, Debit, Credit, and Smart cards, EFD, RTGS. Money Laundering. Internet Banking Frauds, Phishing, Viruses and Trojans, Spyware and Adware, Card Skimming & scams.

### TEXT READINGS

1. ICSI. Banking and Insurance Law & Practices, Taxmann's Publication, Latest Edition
2. Rejda, Principles of Risk Management and Insurance, 9/e, Pearson, Latest Edition.
3. V Iyenger, Introduction to Banking, Excel Books, Latest Edition.
4. L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill, Latest Edition.
5. Sunderaram and Varshney. "Banking Theory, Law and practice" Sultan Chand & Sons, New Delhi, Latest Edition.
6. Koch W, Timothy, & S. Scott. "Bank Management" Thomson, New Delhi, Latest Edition.
7. Gordon & Natrajan, Banking (Theory, Law and Practice) Himalaya Publishing, Latest Edition.
8. Agarwal, O.P. Banking and Insurance, Himalaya Publishing, Latest Edition.
9. Neelam C. Gulati Principles of Banking Management, Excel Books, Latest Edition.

### SUGGESTED READINGS

1. IIB, Bank Financial Management, Macmillan Publishers, Latest Edition
2. Timothy Koch & MacDonald, "Bank Management", New York, Dryden Press, Latest Edition.
3. Vasant Joshi and Vinay Joshi, "Managing Indian Banks", Response Books, Latest Edition.
4. Justin Paul-Management of Banking and Financial Services, Pearson, Latest Edition.

## MF-204 ORGANIZATIONAL BEHAVIOR

### COURSE OBJECTIVES

Course Type: Core

The Objective of this course is to help students to understand Human Behavior in organizations so that they improve their managerial effectiveness.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After the completion of the course the students should be able to:

- CO1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of OB.
- CO2. Demonstrate competence in development and problem solving in the area of management.
- CO3. Analyze the key issues related to administrating the human elements such as Perception, Learning, Motivation, Leadership, Team Building and others.
- CO4. Know the meaning of terminology and tools used in managing employees effectively.

### COURSE CONTENTS

#### UNIT I

**Foundations of Individual Behavior:** The organization and the individual: Personality: Determinants and Attributes, Attitudes, Learning and Learning Theories, Perception, OB models

#### UNIT II

**Motivation:** Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification

### UNIT III

**Foundations of Group Behavior and Conflict Management and Negotiation:** Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations

Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation Process, Bargaining Strategies

### UNIT IV

**Emotional Intelligence and Leadership :** Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, Recent Development in Leadership Theory.

Emotional intelligence: Framework of Emotional Intelligence, EI implications for an individual and managerial effectiveness.

### UNIT V

**Organizational Culture and Organizational Change:** Concept, Relationship of Culture with organizational behavior, Levels of organizational culture, Analyzing, managing and changing organizational culture, Implications for managers at national and global level. Forces for Change, Resistance to Change, Approaches to managing organizational change.

### UNIT VI

**Time Management and Stress Management:** Stress, Work Stress and its Management, Concept of Time Management, Barriers to Effective Time Management, Tools and Techniques for Effective Time Management.

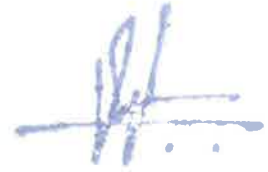
### TEXT READINGS

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behavior", Pearson Education, Latest Edition.
2. Nelson, Organizational Behavior, Cengage Learning, India, Latest Edition.
3. R. S. Dwivedi, "Human Relations and Organizational Behavior: A Global Perspective", Macmillan, Latest Edition.
4. Jerald Greenberg and Robert A. Baron, Behavior in Organizations, PHI Learning, Latest Edition.
5. Hitt, Millar, Colella, Organizational Behavior A Strategic Approach, Wiley India, Latest Edition.

### SUGGESTED READINGS

1. Fred Luthans, "Organizational Behavior", New York, McGraw Hill, Latest Edition.
2. Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education, Latest Edition.
3. John W. Newstrom and Keith Davis, "Organizational Behavior: Human Behavior at Work" New Delhi, Tata McGraw Hill, Latest Edition.

4. Jai B P Sinha, Culture and Organizational Behavior, Sage Publication, Latest Edition.
5. Kavita Singh Organizational Behavior Text and Cases, New Delhi, Pearson Education, Latest Edition.
6. M.N. Mishra, Organizational Behavior, Vikas Publishing House, Reprint, Latest Edition.



## MF-205 FINANCIAL MANAGEMENT

### COURSE OBJECTIVES

**Course Type: Core**

The objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 20 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 40 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions.

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily**

### COURSE OUTCOMES

After completion of the course the students should be able

CO1. To Understand the Financial Management, sources of finance and describe basic financial decisions.

CO2. To analyze the financial statements by using various financial tools and application of FFS and CFS .

CO 3. To describe, Leverage, Budgeting, Cost of capital, Capital structure theories and analysis of the same by applying various techniques.

CO4. To analyze the investment decisions by using various financial tools and understanding of Working capital, dividend decision.

### COURSE CONTENTS

#### UNIT I

**Introduction:** Financial Concepts and Nature, Scope, Function and Objectives of Financial Management. Understanding the concepts of Value Maximization and Profit Maximization, Basic Financial Decisions: Investment, Financing and Dividend Decisions.

#### UNIT II

**Financing Decisions:** Short term sources of finance and their characteristics, Long term sources of finance and their characteristics.

### Unit III

**Financial Statement Analysis:** Financial Statement Analysis of a Company, Common Size Statements, Comparative Statement, Trend Analysis, Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis, Leverage Analysis, Cost-Volume-Profit (CVP) Analysis. DU-Pont analysis.

### UNIT IV

**Cost of Capital and Capital Structure Decision:** Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

### UNIT V

#### Investment Decisions:

**Long term Investment Decisions: Capital Budgeting:** Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing.

### UNIT VI

**Short term Investment Decisions: Working Capital:** Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company. Operating & Cash Cycles, Risk-return trade off, working capital estimation, cash management, receivables management, inventory management.

### UNIT VII

**Dividend Decision:** Dividend policies in practice and Determinants of Dividend, Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Model of Irrelevancy of Dividend, Residual Theory of Dividend. Cash and stock dividends.

### TEXT READINGS

1. I.M. Pandey, Financial Management, Vikas Publication House, Latest Edition.
2. M.Y. Khan and P.K Jain, Financial Management, Delhi, TMH, Latest Edition.
3. Brigham, Fundamentals of Financial Management, Cengage Learning, Latest Edition.
4. Kulkarni, **Financial Management**, Himalaya Publishing House, Latest Edition.
5. Sharan.V. Financial Management, Pearson Education; Second Edition, New Delhi, Latest Edition.
6. Chandra Bose Fundamentals of Financial Management, PHI, Latest Edition.
7. Rustagi, R.P., Financial Management, Galgotia Publishing Company, Latest Edition.
8. Bhalla, V. K., Financial Management & Policy, Anmol Publications, Delhi, Latest Edition.

## **SUGGESTED READINGS**

1. Prasanna Chandra, Financial Management, New Delhi, TMH, Latest Edition.
2. Keown, Financial Management- principles & application, Pearson Education, Latest Edition.
3. Shapiro, Capital Budgeting & Investment Analysis, Pearson Education, Latest Edition.
4. Reddy G. S., Advanced Financial Management, Himalaya Publishing House, Latest Edition.
5. Shashi K. Gupta & R.K. Sharma, Financial Management- Theory and Practice, Kalyani Publishers, Latest Edition.

## MF- 206 COST AND MANAGEMENT ACCOUNTING

### COURSE OBJECTIVES

Course Type: Core

The objective of the course is to develop the understanding of cost and management accounting among the management students and also to enable them to take managerial decisions in context with cost and management accounting.

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. To explain the concepts of Cost accounting, its use and importance.

CO2. To help them learning the concept of Management accounting and its use.

CO3. Help in sensitizing students with various budgeting methods.

CO3. Utilize Costing and Management Accounting techniques in decision making.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination.

There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 20 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 40 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions.

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE CONTENTS

#### UNIT I

**Introduction to Cost Accounting:** Concepts of Cost, Nature, Role and scope. Classification of Cost, Total Costing, Cost Reduction and Control.

#### UNIT II

**Costing Methods:** Unit Costing, Job and Batch Costing, Contract and Process Costing Operation Costing.

#### UNIT III

**Standard Costing & Variance Analysis:** Introduction to Standard Costing, Setting and Revision in Standard Costing, Calculation of different type of Variance, Concepts of Variance Analysis.



#### **UNIT IV**

**Management Accounting:** Introduction to Concept & Scope of Management Accounting  
Functions and its limitation  
Relationship with Cost and Financial Accounting  
Decision Making role.

#### **UNIT V**

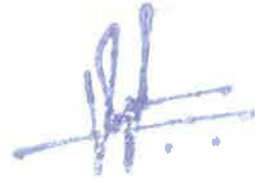
**Cost- Volume Profit Analysis:** Marginal Costing, Calculation of BEP and its interpretation  
in different situations, Cost and Volume Profit Analysis.

#### **UNIT-VI**

**Budgeting and Budgetary Control:** Introduction to Budget and its types  
Advantages and Limitation of budgetary controls.

#### **Textual Readings (Latest Edition)**

- 1 Colin Drury; "Management & Cost Accounting" Thomson Learning.
- 2 Ravi M. Kishore; "Management Accounting & Financial Analysis" Taxman Publication.
- 3 Khan & Jain; "Management Accounting" Tata McGraw Hill.
- 4 D.K. Mittal; "Cost Accounting" Galgotia Publishing Company.
5. Ravi M. Kishore; "Management Accounting" Taxman Publication.



## MF-207 MACRO ECONOMIC THEORY AND POLICY

### COURSE OBJECTIVES

Course Type: Skill Enhancement

The objective of the course is to make students conversant with the concept of macro-economics. To help the students to analyze and understand the macro-economic environment.

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1 To develop the understanding of concept and role of macro-economic system and various macro-economic theories and practical aspect among the students.

CO2 To learn to analyze the various types of macroeconomic parameters and different institution and their operations and its impact on economy.

CO3 Analyze various types of macroeconomic parameter and different institution and their working, instruments and their operations with their significance and its impact on economy.

CO4 To discuss the role, significance and nature of various macroeconomic principles.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE CONTENTS

#### UNIT I

**Introduction to Macro-Economics:** Nature, importance and scope of Macro-economics. Limitations of Macro-economics. Understanding of the difference between micro and Macro Economics. Objectives and Instruments of Macro-Economic policy.

#### UNIT II

**Theories of employment:** Classical theory of employment and its criticism, Keynesian theory of employment and its criticism, determinants of Aggregate demand and aggregate supply.

### UNIT III

**Investment Multiplier and Consumption Function:** Investment in Keynesian Theory and types of Investments, the concept of multiplier along with Investment multiplier, Government budget multiplier, Tax Multiplier and Foreign Trade Multiplier.

The Consumption Function: Meaning of Consumption function. Keynesian Psychological law of consumption and its importance.

### UNIT IV

**Money and Interest:** Money - Nature & Definition, Inflation, classification of money, Fisher's quantity theory of money and other theories, Theories of Interest Rates, Classical theory of interest, Keynesian Liquidity Preference theory of interest and other theories.

### UNIT V

**Monetary Policy and Fiscal Policy:** Monetary Policy - Objectives of monetary policy and its instruments. Overview of latest Monetary Policy.

Fiscal Policy: - Objectives and significance. Overview of latest Fiscal Policy

#### Text Readings (Latest Edition)

1. "Macro-Economics" M.L. Jhingan
2. "Macro-Economics" M.L. Seth
3. "Macro-Economics" Mishra & Puri

#### Suggested Reading (Latest Edition)

1. "Macro-Economics Theories and Policies" Dornbusch, Fischer, Stanley.
2. "Macro-Economics" L. Frayon



## MF-208A SERVICE MARKETING

### COURSE OBJECTIVES

Course Type: General Elective 1

The objective of the course is to make students understand the concepts of service and retail marketing and enable them to formulate strategies accordingly.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able to:

- CO 1 Apply basic service and retail marketing theories and concepts to understand the market.
- CO 2 Understand service and retail environment in order to develop appropriate objectives and strategies.
- CO 3 Analyze the marketing mix and design unique service and retail marketing plans
- CO 4 Manage service and retail marketing quality and productivity.

### COURSE CONTENTS

#### UNIT I

**Introduction to Service Marketing:** Introduction, concept and evolution of services marketing; the concept of service. Characteristics of Service – Classification of service, Trends in Service Marketing, growth of Service Sectors, Challenges and opportunities in Service Marketing, I's of service.

## UNIT II

**Marketing Mix in Service Marketing:** The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

## UNIT III

**Service Delivery Process:** Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery. Blueprinting services to create valued experience ; understanding capacity constraints and demand patterns.

## UNIT IV

**Managing Service Quality and Productivity:** Service Quality Measurement, Integrating Service Quality, Improvement of Service Quality and Productivity Strategies; Definition of Service Quality (SERVQUAL), Gap Model of Service Quality (Parasuraman-Zeithaml), Gronroos Model For Service Quality ; Defining, Measuring and Improving service Productivity.

## UNIT V

**Introduction to Retailing, Product & Retail Pricing:** Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

**Retail Pricing:** Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

## UNIT VI

**Retail Marketing Strategies:** Introduction, strategies at different levels of Business, the Strategic Retail Planning Process, Retail Models, Retail Merchandising & Store Layout & Design.

**Private Branding in Retail-**Introduction, Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label.

## UNIT VII

**E-Tailing:** Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influencing the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing.

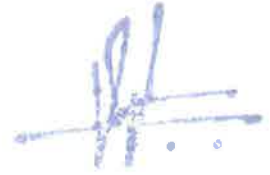
## TEXT READINGS

1. Lovelock, Christopher H.: Service Marketing, Pearson Education, New Delhi, Latest Edition.

2. V.A. zeithmal and M.J. Bitner.: Service Marketing Tata McGraw Hill, New Delhi, Latest Edition.
3. Hoffman and Bateson: Service Marketing, Cengage Learning, New Delhi, Latest Edition.
4. Retail marketing management by David Gilbert, Pearson Education, Latest Edition.
5. Retailing by J.Barry Mason and David J. Burns, Latest Edition.

### **SUGGESTED READINGS**

1. K. Rama Mohana Rao: Service Marketing, Pearson Education, New Delhi, Latest Edition
2. H.V. Verma.: Service Marketing Text and Cases, Pearson Education, New Delhi, Latest Edition
3. Govind Apte: Service Marketing, Oxford University Press, Latest Edition
4. How to succeed at Retail, Keith Lincoln & Lars Thomassen, Latest Edition
5. Retail Management, Michael Levy & Barton A Weitz, Tata McGraw Hill, Latest Edition
6. Art of Retailing, AJ Lamba, Tata McGraw Hill Publishing, Latest Edition



## MF-208B DIGITAL MARKETING

### COURSE OBJECTIVE

Course Type: General Elective 2

The objective of this course is to provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success; to develop a digital marketing plan; how to integrate different digital media and create marketing content.

### Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily**

### COURSE OUTCOMES (CO)

CO1: Explore tactical and operational challenges facing firms in implementing digital marketing strategies.

CO2: Develop skills in digital marketing and social media marketing.

CO3: Develop reflective skills on learning and experiences from a practical implementation of a digital marketing strategy.

CO4: Investigate the key issues and themes in the adoption and application of digital marketing to business.

### Course Content

#### Unit 1

**Introduction to Digital Marketing:** Introduction to Marketing, Consumer Behavior, Introduction to Digital Marketing, Traditional Vs Digital Marketing, Types of Digital Marketing

#### Unit 2

**Search Engine Optimization:** Search Engine Optimization, Keyword Planner, SEO Techniques-Indexing, Key Word Placement

### Unit 3

**Search Engine Marketing:** Search Engine Marketing, Content Optimization, SEO Plug-in, On Page Techniques, How to Select a Domain Name?, Meta Tags, Off –Page SEO Techniques, Back links, Do-Follow and No-Follow Backlinks.

### Unit 4

**Website Planning & Creation:** Website Planning, Website Creation, Optimization of Websites, Webpage creation, Youtube Channel Creation, LinkedIn Profile Creation.

### Unit 5

**Social Media Marketing:** Social Media Marketing, Social Media Platforms, Benefits of using SMM, Social Media Marketing Campaign (Facebook, Instagram, LinkedIn), Analyzing Traffic Behaviour & Report Preparation.

### Unit 6

**Pay Per Click Advertising:** Introduction Pay Per Click Advertising, Advantages of PPC, Entities Involved in PPC Advertising, Introduction to Google Adword, Google Ad Formats (Text, Image & Video).

### Unit 7

**Email Marketing:** Email Marketing, Importance of Email Marketing, Email Marketing Strategy, Creating a Subscriber List, What is Newsletter, Design a Newsletter, Monitoring Email –Automization, Introduction to Ecommerce

### Unit 8

**E-Commerce and Digital Marketing Strategy:** Ecommerce Strategy, Content Marketing, Content Creation Process, Influencer Marketing, Digital Marketing Strategy.

#### **Text Readings:**

1. Digital Marketing For Dummies by Ryan Deiss, Russ Henneberry.
2. Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising by Cory Rabazinsky, 2015
3. Social Media Marketing All-In-One for Dummies by Jan Zimmerman and Deborah Ng, 2017.
4. Dynamic Digital Marketing - Master the world of online and social media marketing to grow your business, Dawn McGruer
5. Digital Marketing for Beginners 2020 - Guide To Make Money And Build Your Online Businesses To Success Using Digital Marketing Skills, Platforms And Tools. Strategies To Create Your Own Passive Income, Oliver J. Rich



### THIRD SEMESTER

#### MF-301 FUNDAMENTALS OF GREEN AND SUSTAINABLE FINANCE

##### COURSE OBJECTIVE

Course Type: Core

The objective of this course is to help the students gain understanding of different aspect of green and sustainable finance.

##### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

##### COURSE OUTCOMES

CO1 To develop the knowledge, understanding about the role green finance.

CO2 To develop the knowledge, understanding and ability to apply the key principles and core practice of sustainable finance.

CO3 Acquaintance knowledge about climate change, climate risks and emerging environmental and sustainability risks.

CO4 Demonstrate detailed understanding of green and sustainable products and services in the banking, investment and insurance sectors; and increasing awareness of the role of the finance sector and finance professionals in supporting the transition to a low-carbon world.

##### Course Contents

###### Unit-1

**Evolution of Green Finance-** Concept, Meaning of Green Finance. Initiatives for Green Finance, Scope for Raising Ambition, Future Action and Recommendations. Green finance in private sector,

###### Unit-2

**Introduction to Sustainable Finance-** Definition & Scope of Sustainable Finance, Rationale and Relevance, ESG Principles, Applying ESG Principles to Sustainable Finance. ESG integration in financial decision-making.

### **Unit-3**

**Climate change and finance** -The science of climate change and the role of the financial system, Global, International and national policy, regulatory and industry response. Climate-related financial risks, other environmental and sustainability risks.

### **Unit-4**

**Changing World-** Green financing from banks in Emerging Economics. Green and sustainable FinTech., Ethical dimensions. Key sustainable finance frameworks/principles.

### **Unit-5**

#### **SF financing and investing-**

Green and sustainable finance in the context of retail. commercial and wholesale banking, central and development banks, insurance and investment sectors. Sustainable Finance Instruments. Supporting customers in their transition to sustainability.

### **TEXT READINGS**

1. Green and Sustainable Finance: Principles and Practice: 6 (Chartered Banker Series, 6), Simon Thompson.
2. Principles of Sustainable Finance, Dirk Schoenmaker & Willem Schramade.
3. The Sustainable Business Handbook-A Guide to Becoming More Innovative, Resilient and Successful, David Grayson, Chris Coulter & Mark Lee.

### **SUGGESTED READINGS:**

1. Green and Sustainable Finance: Principles and Practice in Banking, Investment and Insurance, Simon Thompson.
2. Sustainable Investing: Revolutions in theory and practice, Cary Krosinsky & Sophie Purdom.
3. Handbook of Green Finance-Energy Security and Sustainable Development, Jeffrey D. Sachs, Wing Thye Woo, Naoyuki Yoshino, Farhad Taghizadeh-Hesary, Springer.



## MF-302 FINANCIAL DATA ANALYTICS

### COURSE OBJECTIVE

Course Type: Core

The objective of this course is to help the students to understand the different aspect of financial data analytics and decision making.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

CO1 Demonstrate knowledge of financial data analytics.

CO2 To develop the knowledge and ability to apply the key financial data analytics in business organization.

CO3 Understand the issues & challenges of Financial Data Analytics.

CO4 Demonstrate detailed understanding of Data analytics for Financial Statements.

### Course content

#### Unit-1

##### Introduction to Financial data Analytics-

Meaning & Concept of financial data analytics, Features of Financial Data Analytics and Benefits and importance of Financial Data Analytics.

#### Unit-2

##### Business Organization-

Financial Data Analytics and Business Intelligence, How Financial Data Analytics are Used in Business, Need of Financial Data Analytics in business organization. Issues & Challenges of Financial Data Analytics. Financial Reporting or Financial Data Analytics.

#### Unit-3

##### Financial Statements-

Data analytics for Financial Statements, Applied Statistics for Applications in Finance, Time Series Applications for finance,

#### **Unit-4**

##### **Descriptive Analytics**

Visualization and Exploring Data, Data Patterns, Investment, Portfolio Construction, and Trading Analytics, Financial Risk Analytics.

#### **Unit-5**

##### **Introduction to Software**

R, E-Views, Power BI, Tableau

#### **TEXT READINGS**

1. An Introduction to Analysis of Financial Data with R, Wiley.
2. Financial Data Analytics: Theory and Application, 1st ed. 2022 Edition, Sinem Derindere Koseoglu.
3. Business Analytics: The Science of Data - Driven Decision Making, U Dinesh Kumar.

#### **SUGGESTED READINGS:**

1. Business Analytics: Data Analysis and Decision Making, S. Christian Albright.
2. Data Analysis and Decision Making, Wayne Winston and S. Albright.



## MF-303 TAX PLANNING AND MANAGEMENT

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 20 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 40 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions.

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able

CO1.To Understand the basic principles & provisions of Direct Tax laws & definitions of Previous Year, Assessment Year, Residential Status of Individual with determination.

CO2.To Understand the rules to determine the Income from Five heads covered under Income tax act 1961 & Application of such rules.

CO3.To Apply the rules of deduction covered u/s 80 c to 80 U to determine the Total Taxable Income.

CO4.To Understand the Provisions of Tax Planning for Non-Resident Individual.

### COURSE CONTENTS

#### UNIT I

Introduction to Direct Taxes, Income Tax. Important Provision of Income Tax Act. Concepts of Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income, difference between tax planning and tax management.

#### UNIT II

**Computation of Taxable Income from Salary:** Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Tax Planning.

### UNIT III

**Computation of Taxable Income from House Property, Capital Gains and other Sources.**

### UNIT IV

**Income From Business and Profession:** Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, and Expenses Allowed Under Restriction, Depreciation, Tax Planning.

### UNIT V

**Deduction:** Deduction Allowed from Total Income, Computation of total income of an individual, Rebates and Relief. Tax Deduction at Source (TDS), Advance Payment of Tax, Filing of Returns.

### UNIT VI

**Tax Planning & Evasion:** Planning, penalties, prosecutions, appeals, appellate authorities related to Direct and indirect Taxes.

### TEXT READINGS

1. V.K. Singania, "Direct Tax Law", New Delhi, Taxman Publications, Latest Edition.
2. Shripal Saklecha, "Income Tax", Indore, Satish Printers, Indore Latest Edition.
3. Gupta, S.S., GST- How to meet your obligations, Taxmann Publications, Latest Edition.
4. Handbook on GST- CA Pushendra Sisodiya, Bharat Publication, Latest Edition.
5. Dr Girish Ahuja, Dr Ravi Gupta, Practical Approach to Direct & Indirect Taxes, CCH, India, Latest Edition

### SUGGESTED READINGS

1. Lal-Direct Taxes, Pearson, Latest Edition.
2. Sukumar Battacharya, "Indian Income Tax: Law & Practice", New Delhi, Indian Law House, Latest Edition.
3. Dr, Vinod Singhania and Monica Singhania, Students' Guide to Income Tax. Taxmann's, Latest Edition.
4. Hariharan N, Income Tax: Law & Practices, TMH, Latest Edition.



## MF-304 INSURANCE MANAGEMENT

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to develop acquaintance and conceptual understanding of Indian insurance sector among the students. Also, to discuss the issues related to risk management in view of insurance.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1 To sensitize the students about the core concept and overview of regulatory institutions implications related to insurance industry.

CO2 Understand the various types of insurance policies and their usage.

CO3 To develop acquaintance with the claim settlement process in insurance.

CO4. To inculcate the latest developments and trends in the insurance sector amongst students.

### COURSE CONTENTS

#### UNIT I

**Risk and Insurance:** Defining Risk, Nature and Types of risk, Risk Management Process, Risk and its relation with Insurance, Concept and significance of Insurance, Insurance Act 1938, Insurance Laws (Amendment) Act – 2015, Insurance Amendment Act - 2021. Classification of Insurance – Life and Non-life, General Principles of Insurance, Insurance Application and Acceptance Procedure.

## UNIT II

**Life Insurance:** – The Evolution and Growth of Life Insurance – Basic Principles of Life Insurance. Life Insurance Organizations in India— Competition and Regulation of Life Insurance. Products Term Insurance Endowment, Insurance, Pensions, Annuities, Claim Management.

## UNIT III

**General Insurance:** Principles of General Insurance – Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India, Products: Fire, Marine, Motor Vehicles, Public Liability, Third Party Insurance, Miscellaneous- Mediclaim and Health Policies, Group Insurance, Burglary Insurance, Bancassurance.

## UNIT IV

**Underwriting and Settlement of Claims:** Proposal forms, Cover notes, Certificates of Insurance, Endorsements, Moral and Physical Hazards, Spreading of Risks. Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage.

## UNIT V

**IRDA:** Insurance Regulatory Authority of India – history, functions and its role in regulating insurance sector in India. Recent Developments in Insurance sector.

## TEXT READINGS

1. ICSI. Banking and Insurance Law & Practices, Taxmann's Publication, Latest Edition
2. Rejda, Principles of Risk Management and Insurance, 9/e, Pearson, Latest Edition.
3. Neelam C. Gulati Principles of Insurance Management, Excel Books, Latest Edition.
4. L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill, Latest Edition.
5. Agarwal, O.P. Banking and Insurance, Himalaya Publishing, Latest Edition.
6. Skipper, Risk Management and Insurance Perspectives in Global Economy, Wiley, Latest Edition.

## SUGGESTED READINGS

1. Hull-Risk Management and Financial Institutions, Pearson, Latest Edition.
2. Black-Life and Health Insurance, Pearson, Latest Edition.
3. Kanika Mishra, FUNDAMENTALS OF LIFE INSURANCE, THEORIES AND APPLICATIONS, PHI: Delhi.
4. Kutty, S.K., MANAGING LIFE INSURANCE, Prentice Hall of India: New Delhi.
5. K.C. Mishra and C.S. Kumar, LIFE INSURANCE: PRINCIPLES AND PRACTICE, Cengage Learning, Delhi.
6. H. Sadhak, LIFE INSURANCE IN INDIA, Response Books, New Delhi



## MF-305 FINANCIAL PRODUCTS AND SERVICES

### COURSE OBJECTIVE

**Course Type: Core**

To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1 To sensitize the students about the core concept and overview of Financial Products and Services.

CO2 Understand the various types of financial products and their usage.

CO3 To develop acquaintance with the process of Financial Services.

CO4. To inculcate the latest developments and trends in the Financial Services sector amongst students.

### Course Contents

#### Unit 1

**Financial Services:** Evaluation and Role of Financial Services Companies in India, Evaluation of NBFC's. Introduction to Fund based and fee-based services of NBFC's and other Institutions.

#### Unit 2

**Introduction to Leasing:** Introduction, Types of Leases, Advantages & Disadvantages, Legal aspect of Leasing Present, Tax aspect of Leasing, Depreciation allowance on Leased Assets, Rental Income from Lease.

#### Unit 3

**Hire Purchase:** Concept & Characteristics of Hire Purchase, Mathematics of Hire Purchase, Advantages & disadvantages of Leasing and Hire Purchase, Calculation of effective interest rates, Legal aspect of Hire Purchase, Tax Implications of Hire Purchase. Lease V/s Hire Purchase.

**Unit 4**

**Factoring:** concept of factoring, Forms of factoring, Bills discounting factoring, Vis-à-vis. Credit Insurance factoring Vis-à-vis Forfeiting, Functions of a factor, Legal aspect of factoring, Evaluation of Factoring, factoring.

**Unit 5**

**Credit Cards :** Introduction & Types, Concept, Billing & Payment, Settlement Procedures, 0Sharing of Commission.

**Unit 6**

**Credit Rating:** Concept, Process of Credit rating, Advantages & Disadvantages Credit Rating Agencies in India.

**Unit 7**

**Post Issue Management :** Allotment and dispatch of shares / Refunds and listing requirements.

**Unit 8**

**Venture Capital :** Concept of Venture Capital, Venture Capital Procedure, Problems of Venture Capital Companies in India, Advantages and Disadvantages of Venture Capital.....

**Text Readings**

1. IFS, M.Y. Khan, Machiraju
2. **Merchant Banking**", Machiraju, H.R., "New Age International Pub.Ltd.,  
**Financial Services**, M.Y. Khan, Tata Mc Graw Hill, 2000.



## MF-306 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily**

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1: Describe the basic characteristics investment and its types.

CO2: Understand the risk and return concept and valuation of securities.

CO3: Analyze securities by using various tools and technique.

CO4: Apply theories and practices of portfolio management and create optimal portfolios using various portfolio optimization techniques.

### COURSE CONTENTS

#### UNIT I

Introduction: Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment. Selecting Investments in a global market.

#### UNIT II

**Risk Return:** Concept Of Risk and Return, Systematic and Unsystematic Risk, Multifactor Model of Risk & Return, Efficient capital Markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.

### UNIT III

**Securities Valuation:** An Introduction to Security Valuation, Macroeconomic & Market Analysis: The Global Asset Allocation Decision.

### UNIT IV

**Valuation of Bonds:** Bond Fundamentals, Bond Valuation Models: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conversely, Bond Value Theorem. Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.

### UNIT V

**Security Analysis:** Stock Market Analysis, Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.

### UNIT VI

**Portfolio Concepts:** Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model. Factor Models and Arbitrage Pricing Theory. Portfolio Management & Portfolio Investment Process.

### UNIT VII

**Portfolio Evaluation:** Measures of Returns, Formula, Plans, Sharpe and Treynor Measures. Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies. Mutual Funds-types, evaluation of mutual funds, Functions of Asset Management Companies.

### TEXT READINGS

1. Bodie & Mohanty, Investments: An Indian Perspective, Tata McGraw Hill, Latest Edition.
2. Reilly, Investment Analysis and portfolio Management, Cengage, Latest Edition.
3. Learning Bhalla. V.K Investment Management.2008 Sultan Chand New Delhi, Latest Edition.
4. Sudhindra Bhat, Security Analysis and Portfolio Management, Excel books, Latest Edition.
5. Elton Modern Portfolio Theory and Investment Analysis, Wiley, Latest Edition.
6. Investment Management, Preeti Singh, Himalaya Publishing House, Latest Edition

### SUGGESTED READINGS

1. Maheshwari, Investment Management, PHI Learning, Latest Edition.
2. V.A. Avadhani, Securities Analysis & Portfolio Management Himalaya Publishing House, Latest Edition.
3. Mayo An Introduction to Investments, Cengage Learning, Latest Edition.
4. Luenberger Investment Science Oxford Press, Latest Edition.
5. Securities valuation-Application of Financial Modelling Oxford Press. Latest Edition.
6. Fundamentals of Investment, Preeti Singh, Himalaya Publishing House, Latest Edition.

## MF-307A INTERNATIONAL FINANCE

### COURSE OBJECTIVES

Course Type: General Elective 1

The objective of this course is to develop acquaintance and conceptual understanding of International Finance among the students.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1 To sensitize the students about the core concept and overview of International Finance.

CO2 Understand the various theories of International Finance.

CO3 To develop acquaintance with Foreign Trade and Balance of Payments.

CO4. To inculcate the latest developments and trends in International Finance amongst students.

### Course Contents

1. **Introduction:** Overview & Importance of International Finance, meaning and implication of Globalization, subject matter of International Finance, Economic perspective and Business perspective. Finance function of a Global Manager. Multinational corporation – Objectives, Environment. Challenges & Opportunities before MNC's. Distinguishing features of international financial management. International finance and Indian economy. Emerging challenges and risk associated to internal finance.
2. **Theories of International Trade:** Introduction to foreign trade, why do nations trade ? Theory of absolute advantage, comparative advantage, Heckscher-Ohlin Model, imitation gap theory, international product life cycle theory. Intra industry trade. Trading blocks – Free trade area, common market, Customs union, Economic union – EMU. Trade Barriers – Tariff and Non Tariff barriers. Regulation of International Trade – ITO, GATT, WTO.

3. **Financing of Foreign Trade**: Import Financing, Payment terms / Modes of payments – payment in advance, open account, letter credit, bill of exchange/drafts, payment under consignment sale. Documents in international Trade. Financing techniques/ Methods – Discounting, Factoring, Forfaiting, pre-shipment credit, post shipment credit, advance against incentives, Export Import Bank of India.
4. **Balance of Payment** : International financial flow, structure of BOP account – current account, capital account and official reserve account/ adjustment account, Equilibrium, disequilibrium and adjustment of BOP account, India's BOP account
5. **International Monetary System** : Introduction & Review. Brief History – Gold Standard, Gold Exchange Standard (Inter War Period Great Depression Period). Bretton Woods System, Exchange Rate Mechanism/System – Fixed, Floating And Hybrid Mechanism.
6. **Exchange Rate Forex Market** : Forex Market, Participants, Method Of Quotation, Spot Settlement. Forward Market, Exchange Rate Determination- Purchase Power Parity/Law Of One Price (PPP). Interest Rate Parity (IRP). Fisher Effect, Forecasting Exchange Rate.
7. **Foreign Exchange Risk** : Introduction, Foreign Exchange Exposure, Types of exposures – Accounting / translation exposure. Method of translation. Economic exposure – transaction exposure, real operating exposure, Management of exposures - ( International hedging techniques). Netting, matching, leading & lagging (External hedging techniques), Forwards.

#### **Text Readings**

1. Multinational Financial Management by Alan C. Shapiro
2. International Financial Management by V. Sharan.
3. Multinational Finance by Adrian Brekley.



## MF-307B Import Management

### COURSE OBJECTIVE

Course Type: General Elective 2

The objective of this paper is to understand the details of the import scenario and the process and procedure of the imports in India.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES (CO)

CO1: Selection of sustainable global import markets involvement of government bodies involved and obstacles involved in the import business.

CO2: Develop analytical skills for identifying and selection of import commodity and finalization of mode of settlement of payment.

CO3: Develop an understanding towards import procedures and documentation.

CO4: Identify source of information on import restrictions and documentation associate with international supplying in order to facilitate import compliance for the importing organizations.

### COURSE CONTENTS

1. Import Management - Objectives of Import Policy. Import trade organizations, Liberalization of Imports in India
2. Selection of Import Commodity, Supplier -Selection and evaluation. Role of Overseas supplier's Agents in India.
3. Terms of Imports - RBI's Regulation for Import Payment, Finalizing the terms of imports, mode of settlement of payment.
4. Registration of Importers, Import Finance Bank Finance, Finance from Exim Bank, finance through letter of credit.
5. imports under special schemes for exporters, imports of Gifts, Auto Mobiles. Gold, Silver, Life Saving Drugs, Technology, and Equipment's.
6. Custom clearance of Imported goods & custom duty payments.

7. Import License - fees, Condition, Validity, Authorization & Licensing period.
8. Shipping - Types and freight structure, Indian Shipping-Challenges and Opportunities, Problems, Recent Trends (Tonnage Tax Impact)

**Recommended Books**

1. How to Import: Nabhi Kumar Jain, 2006-07
2. Import, do it yourself. M.I. Mahajan, 2006-07
3. Export Import-Procedures (Documentation & Logistics)-C. Rama Gopal New Age Publications
4. Import Export Portfolio (Policy, Procedure & Documentation) - A. K. Singh & Disha Madan Nakoda Publishers and Printers. 2007





## MF-401 DERIVATIVES AND RISK MANAGEMENT

### COURSE OBJECTIVES

Course Type: Core

The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily**

### COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Describe the basic characteristics of derivatives market.
- CO2. Describe the uses of derivatives by hedgers, speculators and arbitrageurs.
- CO3. Define and describe the traded and over-the-counter derivative contracts on different underlying Assets.
- CO4. Describe and use the different models used for pricing derivatives and used of various strategies.

### COURSE CONTENTS

#### UNIT I

**An introduction to Indian Derivatives Market** –Meaning and Types of Derivatives, Features of derivatives market, Derivative Exchanges of India, National Stock Exchange, Role of SEBI in regulating derivative exchanges, Derivatives Trading Mechanism, Speculation, Hedging, and Arbitraging, Introduction to Forward and Futures Markets. Difference between Forward and Future contracts. Hedging through Forward Contracts.



## UNIT II

**An overview of risk management** - Investors and risk management. Risk management process risk models; Creating value with risk management- financial distress and investment, risks in banking- credit risk, foreign exchange risk, political risk and country risk, liquidity risk.

## UNIT III

**Future Contracts-** Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, Index Futures. Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins.

## UNIT IV

**Option Market** - Types of Options, Uses of Options, Payoffs from Options, Trading Strategies, Construction of option strategies in various market situations and their pay off, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing. Factors Determining Option Prices. Black Scholes Model. Concept of Delta, Theta, Gamma Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.

## UNIT V

**Swaps Transactions** - Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. Credit default swaps.

**UNIT VI** Introduction to Commodity Markets, Commodity Futures, Commodity Options , Commodity Indices, Uses of Commodity Derivatives, Trading Mechanism, Clearing, Settlement and Risk Management

## TEXT READINGS

1. Hull. J. C Options Futures and Other Derivatives, PHI New Delhi, Latest Edition.
2. Gupta S L. Financial Derivatives: Theory, Concepts and Problems, PHI, Latest Edition
3. Varma, Jayanth, Derivatives and Risk Management, TataMcgrawHill, Latest Edition.
4. Don M. Chance, Robert Brooks, Introduction to Derivatives and Risk Management, Cengage Latest Edition.
5. Bhalla. V. K. Financial Derivatives: Risk Management: S. Chand & Company, Latest Edition.
6. Parasuraman Fundamentals of Financial Derivatives, Wiley, Latest Edition.

## SUGGESTED READINGS

1. Marshal & Bansal, Financial Engineering, PHI New Delhi, Latest Edition.
2. Chance Derivatives and Risk Management Basics, Cengage Learning, Latest Edition.
3. Dorfman, Introduction to Risk Management, PHI New Delhi, Latest Edition.
4. Ashthana, Financial Risk Management, Himalaya Publishing House, Latest Edition.

5. Johnson Introduction to Derivatives - Options, Futures, and Swaps, Oxford Press, Latest Edition
6. Kumar SSS. Financial Derivatives, PHI New Delhi, Latest Edition.



## MF-402 INDIRECT TAXES

### COURSE OBJECTIVE

Course Type: Core

To provide students with a working knowledge of principles and provisions of GST and Customs Law

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 20 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 40 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions.

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily**

### COURSE OUTCOMES

CO1 Able to understand Indirect tax structure.

CO2 Understand the principles underlying the Indirect Taxation Statutes with reference to Goods and Services Tax Act.

CO3 Compute the assessable value of transactions related to goods and services for levy and determination of duty liability.

CO4 Acquire knowledge about valuation of goods under Customs Act and clarity about the concept of "One Nation One Tax ". Availability of Input tax credit.

### Course Contents

#### Unit-1

##### Introduction to Indirect Taxation -

Basics for Taxation - Indirect Taxes – Features of Indirect taxes, Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution).

#### Unit-2

##### Introduction to Goods and Service Tax-

Genesis of GST in India, Power to tax GST (Constitutional Provisions), Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, E-way bill, Taxes subsumed and not subsumed under GST.

#### Unit-3

##### Levy and collection of GST-

Taxable event- "Supply" of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of

reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme;  
Classification of Goods and Services: Composite and Mixed Supplies.

#### **Unit-4**

##### **Input Tax Credit-**

Basic concept, simple illustrations on calculation of GST and Input Tax Credit, Order of Adjustment of Input tax credit against output CGST, SGST, IGST

#### **Unit-5**

##### **Customs -**

Basic Concepts Introduction, Definitions, Circumstances of Levy Types of Duties: Basic customs duty IGST, Protective duties Safeguard duty Countervailing Duty on subsidized articles Anti-dumping duty

#### **TEXT READINGS**

1. Indirect Taxes – Law and Practice by V. S. Datey.
2. Shripal Saklecha, “Income Tax”, Indore, Satish Printers, Indore Latest Edition.
3. The Central Goods and Services Tax, 2017.
4. Handbook on GST- CA Pushpendra Sisodiya, Bharat Publication, Latest Edition.
5. Dr Girish Ahuja, Dr Ravi Gupta, Practical Approach to Direct & Indirect Taxes, CCH, India, Latest Edition.

#### **SUGGESTED READINGS:**

1. Gupta, S.S., GST- How to meet your obligations (April 2017), Taxmann Publications
2. Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017.
3. Publication on GST by the Institute of Chartered Accountants of India ([www.icai.org](http://www.icai.org)).
4. Publication on GST by the Central Board of Excise and Customs ([www.cbec.org](http://www.cbec.org)).



## MF-403 FINANCIAL MODELING

### COURSE OBJECTIVES

Course Type: Core

The objective of this course is to help the students gain understanding of different concepts of financial management and the wide variety of tools, techniques, and applications available in financial modeling. The course enables students to create and work around advanced financial models to gain better understanding of financial status of the entity.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

### COURSE OUTCOMES

- CO1 Demonstrate knowledge of advanced analytical tools for Excel
- CO2 Acquaintance with the necessary financial concepts for strategic decision making by individual consumers and firms.
- CO3 Understand the economic basis for business characteristics and market imperfections.
- CO4. Demonstrate detailed understanding of microeconomics for management and also new tools and concepts for economic analysis.

After completion of the course the students should be able to:

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE CONTENTS

#### UNIT I

**Intermediate level Excel for financial Modelling:** Formatting of Excel Sheets. Use of Excel Formula Function. Advanced Modeling Techniques- Extrapolation, Histogram. Data Filter and Sort. Charts and Graphs. Table formula and Scenario building. Lookups: Vlookup Match & offset, pivot tables

## UNIT II

**Financial Statement Analysis:** Introduction to Financial Statement Analysis. Financial Reporting Mechanics. Understanding Income Statement, Balance Sheet, Cash Flow Statement. Financial Analysis Techniques & Applications

## UNIT III

**Financial Ratios:** Ratio analysis of industries. Trend Analysis, Comparative Analysis, Peer to peer analysis. Preparation of Financial Analysis report on an industry

## UNIT IV

**Business Finance:** Time value of money, Cost of capital, Capital Structure, Measure of Leverage Project Finance, Decision making and Assessment for Capital Projects through various methods.

## UNIT V

**Equity Research Modeling:** Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers. Forecasting Revenues, Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement. Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios. Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart). Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview, Sector Overview

### Suggested Reference Books

1. Fuzzy Portfolio Optimization, Yong Fang, Kin Lai, Kin Keung Lai, Shouyang Wang, Lecture Notes in Economics & Mathematical Systems, Volume 609, Springer, 2008.
2. Technical Analysis of the Financial Markets, John J. Murphy, Prentice Hall Press, Jan 1999.
3. Portfolio Selection: Efficient Diversification of Investments, Harry M. Markowitz, Markowitz, 2nd Edition, John Wiley & Sons, 1991.
4. Numerical Methods and Optimization in Finance, Manfred Gilli, Dietmar Maringer, Enrico Schumann, Elsevier, 2011.
5. Financial Modelling by Simon Benninga
6. Financial Modelling by Paul Pignataro



## MF-404 PROJECT MANAGEMENT

### COURSE OBJECTIVES

Course Type: Core

To develop understanding of project planning. To develop ability to monitor and control projects and risk involved. To become familiar with tools and techniques used in managing projects.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 20 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 40 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions.

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Understand the Concepts of Project management at the individual, team and organizational level and also understand the Team-building skills required to support successful performance.

CO2. Apply practical applications of project management to formulate strategies allowing Organizations to achieve strategic goals and give a perspective of leadership effectiveness in organizations.

CO3. Learn to develop a project scope while considering factors such as customer requirements and internal/external goals.

CO4 Develop Critical-thinking and analytical decision-making capabilities to investigate Complex business problems to propose project-based solutions .

### COURSE CONTENTS

#### UNIT I

**Basics of Project Management:** Concepts, Characteristics and types, project life cycle and its phases, tools and techniques of project management, project organization.



## UNIT II

**Project identification and Formulation:** Project identification, Market & Demand analysis, market survey, market planning, market environment, demand forecasting techniques (Survey methods & Trend analysis). Technical analysis and technology selection

## UNIT III

**Financial Analysis:** Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal.

## UNIT IV

**Project risk management:** Types of risk, techniques of risk evaluation and its mitigation, Sensitivity analysis, Hiller's model, scenario analysis.

## UNIT V

**Network analysis:** Construction of networks, CPM, various types of floats and their application, PERT and its applications.

## UNIT VI

**Project cost control:** Time cost relationship, crashing for optimum cost and optimum time. Resource leveling.

## UNIT VII

**Social Cost Benefit Analysis:** Concept and significance of SCBA, Approach to SCBA- UNIDO approach, shadow pricing of resource, LM approach.

## UNIT VIII

**Project termination:** Project close-out, termination and follow-up, PMIS. Introduction to project software and applications of MS Project.

## TEXT READINGS

1. Prasanna Chandra, Project planning analysis and selection implementation and Review- Tata McGraw Hill Publication Co. Ltd, Latest Edition.
2. Vasant Desai, project management -Himalaya publication house, Latest edition.
3. Narendra Singh, project management and control, HPH, Latest edition.
4. Gray & Larson, Project Management: The Managerial Process, TMH, Latest edition.

## SUGGESTED READINGS

1. McManus, Information Systems Project Management, Pearson, Latest edition.
2. Kloppenborg, Contemporary project management, Cengage Learning, Latest edition.
3. Gopalakrishnan, Textbook of Project Management, Macmillan Publishers, Latest edition.
4. Joy, Total Project Management, Macmillan Publishers, Latest edition.

## MF-405 CORPORATE FINANCE

### COURSE OBJECTIVE

Course Type: Core

The objective of course is to make aware students of the basic tools, statements, analytical approach for financial understanding and treasury aspects of business development.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

### COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Describe the basic characteristics of Corporate Finance
- CO2. Describe the uses Cash and Recievable Management Techniques.
- CO3. Define and describe the Mergers and Acquisition in Corporates.
- CO4. Describe and use the different aspects of Corporate Restructuring.

### Course Contents

**Unit 1: Introduction to Corporate Finance:** Meaning of Corporate Finance, Scope and Importance of Corporate Finance, Goals of Financial Management, Role of Finance Manager, The Agency Problem, Organization of Finance Functions.

**Unit 2: Cash Management:** Objectives of Cash Management, Motives for Holding Cash, Factors affecting the Cash Requirements, Cash Management Strategies and Techniques  
**Receivable Management:** Concept of Receivable Management, Credit Policy, Types of Credit Policy, Optimum Credit Policy.

**Unit 3: Merger and Acquisition:** Merger & Acquisition in India, Forms of merger, Concept of Acquisition, Difference between merger and Acquisition, Strategic Rationales for M&A, Steps in M&A Process, Due diligence, Regulatory Framework for M&A.

**Unit 4: Financial Distress and restructuring:** Overview Corporate Debit Restructuring, Securitisation Act – Understanding, Debit Recovery Tribunal Meaning of Bankruptcy. Factors

leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms.

**References:**

1. Aswath Damodaran: Corporate finance theory and practice; John Willey & Sons, Inc
2. Jakhota: Strategic Financial Management (Vikas Publication)



## MF-406 BUSINESS ETHICS & INDIAN ETHOS IN MANAGEMENT

### COURSE OBJECTIVES

Course Type: Ability Enhancement

The objective of this course is to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able

CO1. Understand the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices.

CO2. Understand application of several important concepts and frameworks for moral reasoning to complex business issues.

CO3. Apply ethics to business, management, and decision making.

CO4. Provide insights to participants for developing leadership that is socially, environmentally and culturally responsible.

### COURSE CONTENTS

#### PART – I BUSINESS ETHICS

##### UNIT I

The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behaviour, Characteristics of Moral Standards, Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics, Duty ethics in the Business Environment, Theories of Virtue.

Case Study: Trade in Human Organs.

## **UNIT II**

Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence.

Case Study: Satyam is not really Satyam

Discussion on cases related to unethical Practices in Industry (For instance Nirav Modi, Vijay Malaya, etc)

## **UNIT III**

Corporate Responsibility, Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.

## **PART - II INDIAN ETHOS IN MANAGEMENT**

### **UNIT IV**

Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound, Sources of Indian Ethos in Management: Vedas, Shastras, Smritis, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts, Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.

Case Study: The Whistle blower

Discussion on characters of Ramayana, Mahabharata Learnings and quotes of Gurunanak Dev, Buddha, Mahavir, Inspirational Stories from Indian Mythology.

### **UNIT V**

Karma Theory, Nishkama Karma Yoga and Professionalism, Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.

Case Study: Jet Airways.

Discussion on stories from Panchtantra, Hitopadesh.

### **UNIT VI**

Cultural Heritage of India and its relevance for Modern Management: Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushtheya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self, Work Place Spirituality.

Case Study: East India Company, Discussions on Teachings from Bhagwad Geeta .

### **UNIT VII**

Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory, Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.

### **TEXT READINGS**

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson, Latest Edition.
2. Weiss, Business Ethics concept & cases, Cengage Learning, Latest Edition.
3. Velasquez, Business Ethics, Concepts & Cases, PHI, Latest Edition.
4. Murthy, Business Ethics, Himalaya Publishing House, Latest Edition
5. Al Gini, Case Studies in Business Ethics, Pearson Education. Latest Edition
6. Ronald D Francis, Mukti Mishra, Business Ethics: An Indian Perspective, The Tata McGraw Hill Companies, Latest Edition.

### **SUGGESTED READINGS**

1. Shashtri J.L., Ancient Indian Traditions and Mythology, 1st ed., Motilal Banarsidas, New Delhi, Latest Edition.
2. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi, Latest Edition.
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., Latest Edition.
4. Swami Jitatananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, Latest Edition.
5. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. Latest Edition.
6. Swami Ranganathananda, Universal Message of the Bhagvad Gita, Caicuna Advaita Ashrama, Latest Edition.



## MF-407A ENTREPRENEURSHIP AND NEW VENTURES

### COURSE OBJECTIVES

Course Type: General Elective 1

The objective of this course is to exhibit knowledge of fundamentals of entrepreneurship, application of tools & techniques to setup an entrepreneurial venture.

### EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Understanding the basics of Entrepreneurship and real-life issues therein.

CO2. Apply Theoretical concepts into practice while facing business problems.

CO3. Contribute in Developing Reasoning and Analytical ability to foster Decision Making.

CO4. Nurture Entrepreneur Skills and Leadership Abilities.

### COURSE CONTENTS

#### UNIT I

**Fundamentals of Entrepreneurship:** Define Entrepreneurial Traits & Entrepreneurship, Entrepreneur Decision Making Process, Role of Entrepreneurship in the Economy, Concept of Start-ups, Forms of Ownership, Women Entrepreneur & Challenges

#### UNIT II

**Planning and Organizing Entrepreneurial Venture:** Process of Planning Entrepreneurial Venture, Organizing Business Research Tools and Techniques to know the feasibility of

Venture; Life Cycle of Venture, Growth and Challenges, Problem Solving Approaches and ways of financing new venture

### UNIT III

**Creating a Business Plan:** Define the elements of a business plan, create a basic business plan, Recognize and describe the role marketing plays in business (Digital Media), Explain a marketing plan, Explain the considerations in the purchasing cycle, Launching Formalities

### UNIT IV

**New venture Expansion & Exit Strategies: Expansion Strategies:** Understanding joint ventures, acquisitions, merger, franchising. **Exit Strategies:** Introduction, Reasons for existing and long-term preparation, short-term preparation.

### UNIT V

**Institutional support to Entrepreneurship:** EDP Movement in India, Institutional Support System, Centre for Entrepreneurship Development (CED), National Institute for Entrepreneurship and Small Business Development (NIES BUD), Institutes for Entrepreneurship Development (IED), Science and Technology Entrepreneurship Parks (STEPS), National Alliance of Young Entrepreneurs (NAYE), Technical Consultancy Organizations (TCOs), National Small Industry Corporation (NSIC), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI), Rural Development and Self Employment Training Institute (RUDSETI), Rural Development and Human Development Training programs, Technology Transfer programs.

### UNIT VI

**Start-Up Funding & Strategies for future:** Funding Alternatives for Start-up, Venture Capital System for Start-up, Designing Funding Strategy, What Investors Look for in a Pitch Funding, Current Funding Option available in global Market

### UNIT VII

**Risk Management & Regulatory Global Concerns:** Risk Avenues for entrepreneurs & Strategies for Risk Management, Discuss Different types of regulations that apply to businesses, understanding legal & Ethical responsibilities of entrepreneurs, identify key concepts and relationships in a business environment, describe business considerations when entering the global market, Recognize and describe the value of cultural differences in local and global business.

### TEXT READINGS

1. Charanthimath, Entrepreneurship development small business enterprises, Pearson education, Latest Edition.
2. Kuratko & Hodgetts, Entrepreneurship in The New Millennium, Cengage learning, Latest Edition.



3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, Latest Edition.
4. David H Holt Entrepreneurship: New Venture Creation, PHI, Latest Edition.
5. Rajeev Roy, Entrepreneurship, Oxford University press, Latest Edition.

### **SUGGESTED READINGS**

1. Greene, Entrepreneurship, Cengage learning, Latest Edition.
2. B. K. Mohanty Fundamentals of Entrepreneurship PHI, Latest Edition.
3. Barringer, Entrepreneurship Pearson education, Latest Edition.
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Latest Edition.
5. Desai Vasant, Dynamics of Entrepreneurship Development and Management, Himalaya Publishing House, Latest Edition.
6. Coulter, Entrepreneurship in Action, PHI Learning, Latest Edition.
7. Alpana Trehan, Entrepreneurship, Wiley India Pvt. Limited, Latest Edition.
8. The Lean Startup, Eric Rise, Latest Edition.
9. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur, Latest Edition.



## **MF-407B ENTERPRISE RESOURCE PLANNING (ERP)**

### **COURSE OBJECTIVES**

**Course Type: General Elective 2**

The objective of the course is to expose students to the of productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

### **EXAMINATION SCHEME**

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### **COURSE OUTCOMES**

After completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms .

CO2. To understand the interdependence of the operations function with the other key functional areas of a firm .

CO3. To apply analytical skills and problem-solving tools to the analysis of the operations problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

### **COURSE CONTENTS**

#### **UNIT I**

**Introduction to Enterprise Resource Planning:** Introduction, Benefits of ERP, Business Process Reengineering, Data Warehousing, Data Mining, Supply Chain Management. Reasons for the Growth of ERP, Advantages of ERP, Overview of Enterprise, Integrated Management Information, Business Modelling, ERP for Small Businesses, ERP for Make to Order Companies.

## UNIT II

**Business Process Mapping & Implementation:** Business Process Mapping in ERP, ERP Implementation Process, Hardware Environment for ERP Implementation. Precautions in ERP Implementation, ERP Post Implementation Options, Guidelines for ERP Implementation.

## UNIT III

**ERP and Related Technologies:** Business Process Re-engineering, Management Information System, Executive Information System (EIS). Decision Support Systems (DSS), Supply Chain Management.

## UNIT IV

**ERP Modules:** ERP Finance Module, Plant Maintenance, Quality Management, Materials Management Module.

## UNIT V

**ERP Implementation – I:** Pre-evaluation Screening, Package Evaluation, Project Planning Phase. Gap Analysis, Hidden Cost, Vendors, Consultants, Human Resource. Re-Engineering, Configuration, Implementation, Team Training, Testing, Going Live and End User Training, Post Implementation (Maintenance Mode)

## UNIT VI

**ERP and E-commerce:** Future Directives in ERP, ERP and Internet, Critical Factors Guiding Selection and Evaluation of ERP, Strategies for Successful ERP Implementation, Critical Success Factors in ERP Implementation, Failure Factors in ERP Implementation, Integrating ERP into Organisation.

## UNIT VII

**ERP Tools:** Introduction to ERP Software and Tools

## TEXT READINGS

1. Michael H. Kremzar and Thomas F. Wallace. ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning
2. Marianne Bradford. Modern ERP: Select, Implement and Use Today's Advanced Business Systems
3. Bret Wagner and Ellen Monk. Concepts in Enterprise Resource Planning

