

# **COURSES OF STUDY**

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

**Under Choice Based Credit System (CBCS)**

**(Effective from the Admission Batch 2023-2024)**



**P.G. Department of Commerce  
Berhampur University  
Bhanja Bihar-760007**

**Course Curriculum & Syllabi for MBA (Financial Management)**

**(Effective from Admission Batch 2023-24)**

**P.G. Department of Commerce**

**Berhampur University, Bhanja Bihar-760007**

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**About the Programme:**

MBA (Financial Management) is a self-financing professional programme offered by the Post Graduate Department of Commerce since 1997. P.G. Department of Commerce which was founded by Late. Prof. Ganga Prasad Panda in 1976 has been immensely contributing for the development of commerce and business education in Odisha and in the country and this programme is an endeavour to nurture and create professionals to deal with the financial matters of the business and industry. This is a 2-year fulltime programme consisting of 4 semesters. Courses are delivered and evaluated through a combination of lectures, classroom discussions, case studies, individual and group projects, term papers, role plays, business games etc. The programme is being taught by the well experience faculty of the Department of Commerce. The department has the provision of rewarding meritorious students of the programme through endowment awards.

**Programme Objectives:**

With a quest to achieve excellence “in shaping the young minds, making them employable and socially responsible human being by inculcating befitting set of knowledge for a better future”, the P.G. Department of Commerce, directs all its efforts towards creating an ecosystem where innovative thoughts, open-mindedness, motivated self-drive take natural germination. The MBA (FM) programme aims to provide:

- Conducive environments where the students can self discover their true potential for growth.
- Professionalism demanded by the industry
- Research orientation.
- Entrepreneurial skill and traits.
- Necessary knowledge and capacity to nurture future academicians.

As per this course structure, the MBA (FM) programme comprises of 4 semesters with seven courses in each semester. Each course comprises of 4 units of study inputs.

The programme structure is designed to delve deeper understanding of various dimensions of business, finance and management. The syllabus aims at developing academic knowledge and skill, managerial ability, innovativeness and professionalism among the students.

**Programme Outcomes:**

The course curriculum has been designed and continuously updated by considering the current academic standards and industry requirements at the State, National as well as International level, which equips the students to perform best in industry, teaching and research. The MBA(Financial Management) course provides an excellent platform students aspiring to become financial professionals and academicians in the domain of finance. The course redefines and enhances the students' competency in analysing various functional areas of finance and its allied areas like accounting, taxation, marketing, corporate laws etc. The course helps the students in understanding the different dimensions of finance and take strategic decisions on various business operations by following ethical values. It serves the need of academics by inculcating the teaching and research orientation. The course helps the students in concreting the foundation for their higher studies and establishing themselves in the State and National level competitive examinations as well as making them employable in the field of financial management. This programme is offered through effective teaching pedagogy such as lecture, group assignments, case study, role playing, presentations etc to ensure all-round learning for the students. This programme aligns with the University's overall vision i.e., taking up the social responsibility towards the holistic development of the weaker sections in the region by providing quality education. This course also attempts to kindle the sense of responsibility, development of innovative entrepreneurial ability with commitment to human values and ethics among the students.

To get industry exposure and get insights from industry, the students are required to undergo Industrial Visit/ Industrial Tour/Study Tour/ Field Study in 3<sup>rd</sup>/4<sup>th</sup> semester of the programme.

**Evaluation:** Each course, except MBA (FM) 307 and MBA (FM) 407), carries 100 marks comprising of 20 marks of Mid-Semester assessment and 80 mark of End-Semester assessment. Course MBA (FM) 307 carries 100 marks comprising of 50 marks for Project Report and 50 for Seminar Presentation. Course MBA (FM) 407 carries 100 marks comprising of 50 marks for Dissertation Report and 50 marks for Viva-voce.

| <b>Semester Wise Details of MBA (Financial Management) Programme</b> |  |               |
|--|--|---------------|
| <b>Paper Code</b>  | <b>Paper Title</b>                               | <b>Credit</b> |
| <b>Semester-I</b>  |  |               |
| MBA (FM) 101   | Management Concepts and Organizational Behaviour | 4             |
| MBA (FM) 102   | Business Environment                             | 4             |
| MBA (FM) 103   | Marketing Management                             | 4             |
| MBA (FM) 104   | Managerial Economics                             | 4             |
| MBA (FM) 105   | Quantitative Techniques for Business Management  | 4             |
| MBA (FM) 106   | Financial Accounting and Reporting               | 4             |
| MBA (FM) 107   | Financial Management                             | 4             |
| <b>Semester-II</b>   |  |               |
| MBA (FM) 201   | Indian Financial System                          | 4             |
| MBA (FM) 202   | Strategic Management                             | 4             |
| MBA (FM) 203   | Corporate Legal Framework                        | 4             |
| MBA (FM) 204   | Management of Financial Institutions             | 4             |
| MBA (FM) 205   | Cost and Management Accounting                   | 4             |
| MBA (FM) 206   | Financial Analytics                              | 4             |
| MBA (FM) 207   | Research Methodology and Report Writing          | 4             |
| <b>Semester-III</b>  |  |               |
| MBA (FM) 301   | Financial Services and Marketing                 | 4             |
| MBA (FM) 302   | Behavioural Finance                              | 4             |
| MBA (FM) 303   | Corporate Governance and Ethics                  | 4             |
| MBA (FM) 304   | Project Planning and Management                  | 4             |
| MBA (FM) 305   | Strategic Financial Management                   | 4             |
| MBA (FM) 306   | Investment Analysis and Portfolio Management     | 4             |
| MBA (FM) 307   | Internship Project & Presentation                | 4             |
| <b>Semester-IV</b>   |  |               |
| MBA (FM) 401   | Insurance Management                             | 4             |
| MBA (FM) 402   | Personal Financial Planning                      | 4             |
| MBA (FM) 403   | IFRS and Ind AS                                  | 4             |
| MBA (FM) 404   | International Accounting and Corporate Reporting | 4             |
| MBA (FM) 405   | Financial Derivatives and Risk Management        | 4             |
| MBA (FM) 406   | International Finance                            | 4             |
| MBA (FM) 407   | Dissertation and Viva-voce                       | 4             |
|  | <b>Total Credit</b>                              | <b>112</b>    |

**Semester-I**

**MBA (FM) 101          MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR**

**Prerequisite:** Basic Knowledge of business and its Management.

**Course Objectives:** To develop theoretical and practical understanding of different components of management and behaviour in the organizational setting.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the concepts of management and organizational behaviour.

**CO2:** Know the various dimensions of individual behaviour and motivation.

**CO3:** Learn about group dynamics, team spirit and organizational conflict.

**CO4:** Have a better insight about leadership and organization structure.

**Pedagogy:** Lectures, Case study Analysis, Experiential exercises and Assignments.

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**Unit-I:**

**Management:** Definition, Nature & Scope of Management, Evolution of Management Thoughts, Managerial Functions: Planning, Organizing, Coordinating, Controlling, Staffing, Authority, Centralization versus Decentralization.

Emergence of Organizational Behavior, Management and OB.

**Unit-II:**

**Individual Behaviour:** Foundations of Individual Behavior, Perception, Personality, Attitude, Learning and Values, Motivation – Theoretical and Practical Dimension.

**Unit-III:**

**Group Behaviour:** Group Dynamics, Cohesiveness and Productivity, Group Decision Making, Managing Organizational Conflict, Managing Misbehaviour at Work.

**Unit-IV:**

**Leadership:** Influence, Power and Politics, Leadership – Theoretical and Practical Dimension.

**Organization System & Processes:** Organization Structure – Foundation and Types, Climate and Ethos, Communication, Organizational Effectiveness & Performance, Managing Change.

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**Readings:**

1. Hellreigel, Don John W Slocum Jr. and Richards W. Woodman: Organisational Behaviour, South Western College Publishing, Ohio.
2. Hersey, Poul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resource, Prentice Hall, New Delhi.
3. Koontz, Harold, Cyril O'Donnell and Heinz Weihrich: Essentials of Management, Tata McGraw-Hill, N. Delhi
4. Luthans Fred: Organisational Bhaviour, McGrawHill, New York. Newstrom, John W. and Keith Davis: Organisational Behaviour: Human Behaviour at work, TMH, N. Delhi
5. Michael, V. P : Organisational Behaviour & Managerial Effectiveness, S. Chand, New Delhi..
6. Prasad, L.M., Principles and Practice of Management.
7. Robbins, Stephen P, and Mary Coulter: Management, Pearson Education, New Delhi.
8. Sukla, Madhukar: Understanding Organisations: Organisation Theory and practice in India, PH, New Delhi

**Prerequisites:** Basic knowledge of business and its operations.

**Course Objectives:** To develop the ability to understand and scan business environment, analyze opportunities and take decisions under uncertainty.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the business environment.

**CO2:** Analyze the interaction of economic, political, legal environment.

**CO3:** Scan the business environment & can take various business decisions.

**CO4:** Understand socio cultural environment and its impact on business performance.

**Pedagogy:** Lectures, Case Study Analysis, and Assignments.

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**Unit-I:**

**An Overview of Business Environment:** Meaning, Nature and Characteristics of Modern Business. Meaning and Significance of Business Environment, Types of Environment: Internal and External, Micro and Macro. Environmental Analysis- Process, Benefits and Limitations.

**Unit-II:**

**Economic Environment:** Nature of the Economy, Structure of the Economy, Economic Policies, Economic Conditions, Government Policies, Industrial Policy, Exim Policy, Public Sector, Private Sector, Industrial Sickness, Small Industries.

**Unit-III:**

**Political and Legal Environment:** Government and Business, FERA and FEMA, Consumer Protection Act, Intellectual Property rights (IPRs). Competition Act.

**Unit-IV:**

**Socio-cultural Environment:** Business and Society, Nature and Impact of Culture on Business, Consumerism, Social Responsibilities of Business, Business Ethics, Social Audit.

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**Readings:**

1. Cherunilam F., Business Environment: Texts and Cases (Himalaya).
2. Aswathappa K., Essentials of Business Environment (Himalaya).
3. Agrawal and Diwan, Business Environment (Excel).
4. Mishra &Puri, Economic Environment of Business (Himalaya).
5. Jain P.C., Government and Business Policy (Galgotia).
6. Ghosh B., Economic Environment of Business (Vikas).
7. Adhikary M., Economic Environment of Business (Sultan Chand).
8. F.Churunilam, International Business Environment (Himalaya).

**MBA (FM) 103                      MARKETING MANAGEMENT**

**Prerequisites:** Basic knowledge of marketing management.

**Course Objectives:** To familiarize the students with the basic concepts of marketing and to develop their analytical skills so as to enable them to manage marketing operations of a business firm.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Familiarize themselves with the fundamentals of marketing and take better marketing decisions.

**CO2:** Understand the nuances and complexities involved in various products and pricing decisions.

**CO3:** Take effective distribution decisions for products and services.

**CO4:** Know the recent trend in marketing and ethical issues involved in marketing.

**Pedagogy:** Lectures, Case Study Analysis, Experiential exercises and Assignments.

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**Unit-I:**

**Introduction:** Evolution of Marketing, Concepts of Marketing, Marketing Mix, Strategic Marketing Planning and Overview.

**Market Analysis and Selection:** Marketing Environment, Macro and Micro Components and Their Impact on Marketing Decision, Market Segmentation and Positioning.

**Unit-II:**

**Product and Pricing Decision:** Product- Concept and Classification, Layers of Product, Major Product Decisions, Product-Mix, New Product Development Stages, Packaging and Labeling, Product Life Cycle (PLC) – Concept and Appropriate Strategies Adopted at Different Stages.

Pricing–Objectives, Price Sensitivity, Factors Affecting Price of a Product, Pricing Methods and Strategies, Ethical Issues in Product and Pricing Decisions.

**Unit-III:**

**Promotion and Distribution Decisions:** Promotion Mix-Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations, Nature, Function and Types of Distribution Channels, Distribution Channel Intermediaries, Channel Management Decision.

**Unit-IV:**

**Trends in Marketing:** Service Marketing, E-Marketing, Green Marketing, Customer Relationship Management, Rural Marketing, Other Emerging Trends- Ethical Issues in Marketing.

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**Readings:**

1. Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. *Marketing Concepts and Cases*. Tata McGraw Hill.
2. Kotler, P. & Keller, K. L. *Marketing Management*. Pearson.
3. Kotler, Philip: *Marketing Management: Analysis, Planning Implementation and Control*, (Prentice Hall).
4. Kotler, Philip, and Gary Armstrong: *Principles of Marketing*, (Prentice Hall).
5. McCarthy, E. J., Cannon, J. & Perreault, W. *Basic Marketing*. McGraw-Hill Education.

**MBA (FM) 104                      MANAGERIAL ECONOMICS**

**Prerequisites:** Basic knowledge of economics.

**Course Objectives:** To introduce the students to some of the key concepts of both microeconomics and macroeconomics that has bearings upon business decisions.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Comprehend the role of business economics and analyse demand by customers.

**CO2:** Understand the production theory and price determination of firm's product.

**CO3:** Build competence in National Income Determination and various sectoral models.

**CO4:** Have better idea about money, credit creation and monetary policy.

**Pedagogy:** Lectures, Case Study Analysis, and Assignments.

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**Unit-I:**

**Nature and Scope of Business Economics:** Business Economist's Role and Responsibilities, Objectives of Business Firm. Demand Analysis: Determinants of Demand, Theory of Consumer Choice: Cardinal Utility Approach, Indifference Curve Approach.

**Unit-II:**

**Production Theory:** Production Function, Law of Variable Proportion, Law of Returns to Scale, Economics of Scale, Cost Concepts, Short and Long run Cost Function- Their Nature and Shape.

**Price Determination:** Methods of Price Determination, price determination under Perfect Competition, Monopolistic Competition, Oligopoly and Monopoly.

**Unit-III:**

**National Income Determination:** National Income and National Product, Gross National Product (GNP), Gross Domestic Product (GDP): Measurement Approach of GDP: Expenditure Approach, Income Approach & Production Approach, Net National Product (NNP), Measurement of National Income: Value Added Method, Income Method, Expenditure Method

**Unit-IV:**

**Money & Monetary Policy:** Barter System, Money and its Origin, Functions of Money, Quantity Theory of Money. Demand for Money.

**Credit Creation and Monetary Policy:** Central Bank in India, Credit creation, Monetary Policy and Its Tools.

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**Readings:**

1. Sangita, Vaishali Kapoor, Introductory Macro Economics, Taxmann's Publication.
2. Bhattacharya, Macroeconomics and Indian Economy, Offord University Press.
3. V. K. Puri, Macro and Indian Economy, Himalaya Publishing House.
4. P. K. Dhar, Macro and Indian Economy, Kalyani Publisher.
5. Mankiw, N. G. Principles of macroeconomics. Cengage Learning.



**MBA (FM) 105                      QUANTITATIVE TECHNIQUES FOR BUSINESS MANAGEMENT**

**Prerequisites:** Basics knowledge of mathematics.

**Course Objectives:** To equip students with the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Know the concepts statistics and the use of central values of statistical data in business decisions.

**CO2:** Understand the theory of probability and comprehend associated the decision-making process.

**CO3:** Apply correlation and regression analysis in the real-life case situations.

**CO4:** Understand the process of hypothesis testing including one-sample and two-sample tests.

**Pedagogy:** Lectures, Case Study Analysis, and Assignments.

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**Unit-I:**

**Introduction:** Statistics-Meaning, Importance of statistics in Business, types of Data, Measures of Central Tendency: Mean, Median, Mode, Quartiles, Percentiles, Deciles, Measure of Dispersion: Mean Deviation, Standard Deviation, Variance.

**Unit-II:**

**Probability Theory:** Probability– Classical, Relative and Subjective Probability, Addition and Multiplication Probability Models- Conditional Probability and Bayes Theorem. Probability Distributions: Normal, Binomial and Poisson Distribution, Their characteristics and Application.

**Decision Analysis:** Decision-Making Process. Payoff and Regret Tables. Decision Rules under Risk and Uncertainty, Expected Value Approach and EVPI, Marginal Analysis, Decision-Tree Analysis.

**Unit-III:**

**Correlation & Regression Analysis:** Multiple Correlation, Simple & Multiple Regression, Least Square Method, Assumptions of Regression and Its Evaluation, Practical Application of Correlation & Regression.

**Unit-IV:**

**Theory of Estimation and Testing of Hypotheses:** Significance Test of Large Sample and Small Sample Test, T-Test, Z- Test And F- Test, Non Parametric Test:- Chi-Square Test, Sign Test, Rank Sum Test, One Sample Runs Test, H or Kruskal Walls Test.

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**Readings:**

1. Heinz, Kohler, Statistics for Business & Economics, Harper Collins
2. Levine, Szabat, Stephan, Viswanathan, Business Statistics: A First Course, Pearson, 7<sup>th</sup> edition.
3. R.P. Hooda, Statistics for Business & Economics, Macmillan.
4. S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House.
5. S.P. Gupta, Statistical Methods, Sultan Chand and Sons.

**Prerequisites:** Basics knowledge of business and its operations.

**Course Objectives:** To enable students understand accounting principles, tools and techniques used for taking business decisions

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Describe the Accounting terms and Accounting principles.

**CO2:** Summarize the financial transactions in terms of Financial Statements.

**CO3:** Prepare Statement of Profit & Loss and Balance Sheet of Companies.

**CO4:** Prepare Cash Flow Statement of Companies and know about various financial reports .

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

Introduction: Accounting, the Language of Business and Information System, Nature, Scope and Importance of Financial Accounting, Generally Accepted Accounting Principles, Accounting Equation, Concept of Accounting Standard.

Accounting Books: Journal, Ledger and Subsidiary Books.

**Unit-II:**

**Final Accounts:** Preparation of Trial Balance, Classified Profit & Loss Account and Balance Sheet, Bank Reconciliation Statement.

**Unit-III:**

**Final Accounts of Companies:** Meaning, Objectives and Preparation of Statement of Profit & Loss, and Balance Sheet.

**Unit-IV:**

**Final Accounts of Companies:** Cash Flow Statement: Meaning, Importance, and Preparation of Cash Flow Statement.

Corporate Financial Reporting: Director Report, Auditor's Report,

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**Readings:**

1. Narayana Swamy: Financial Accounting, PHI.
2. Benerjee, Ashok: "Financial Accounting: A Managerial Emphasis", Excel Books.
3. Bhattacharya: Accounting for Management, Vikas
4. Dr. Jawahar Lal: Accounting for Management, Himalaya Publishing House.
5. Horngren Sunderm Elliott: Introduction to Financial Accounting, S. Chand
6. Jawahar Lal & Srivastava Seema: Financial Accounting, S. Chand.
7. Maheswari: Accounting for Management, Taxman
8. Mohd. Arif Pasha : Accounting for Managers, Virnda
9. Ashok Sehgal & Deepak Sehgal: Financial Accounting, Taxman
10. Ramachandran, Kakani : Financial Accounting for Management, Tat McGraw
11. Reimers: Financial Accounting, Pearson Education.
12. Tulsian: Financial Accounting, Pearson Education
13. Srinivasan N. P. and Murugan S., Accounting for Management, S. Chand
14. Vinayakarm N. and Charumati B., Financial Accounting, S. Chand.

**MBA (FM) 107 FINANCIAL MANAGEMENT**

**Prerequisites:** Knowledge of corporate financial accounting and mathematics.

**Course Objectives:** To make students understand various issues involved in financial management of a company and equip them with advanced analytical tools and techniques which can enhance their analytical ability for making sound corporate financial policy decisions.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the foundations of financial management and role of a finance manager.

**CO2:** Evaluate capital projects under different situations using appropriate capital budgeting techniques.

**CO3:** Determine cost of capital and examine the capital structure decisions.

**CO4:** Understand various issues and theories of dividend policy and management of working capital.

**Pedagogy:** Lectures, Case Study Analysis, Computer Application, and Assignments.

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**Unit-I:**

**Introduction:** Meaning, Nature, Scope and Principles of Financial Management. Objectives of Financial Management- Profit vs. Wealth Maximization, Measurement of Shareholders' Wealth- EVA and MVA, Finance as Strategic Function, Role of a Finance Manager, Types of Financial Decisions, Agency Problem and Agency Costs.

**Unit-II:**

**Capital Budgeting Decision:** Concept and Estimation of Discounted Cash Flow (DCF), Capital Budgeting Techniques- Payback Period, Discounted Payback Period, Net Present Value, Accounting Rate of Return, Internal Rate of Return, Modified Internal Rate of Return, Profitability Index.

**Unit-III:**

**Cost of Capital and Capital Structure Decision:** Specific Costs of Capital, Weighted Average Cost of Capital, Theories of Capital Structure- Net Income Theory, Net Operating Income Theory, Traditional Theory, MM Hypothesis, Trade Off Theory, Pecking Order Theory, Market Timing Theory, Signaling Theory and Effect of Information Asymmetry on Capital Structure, Factors Affecting Choice of Capital Structure.

**Leverage:** Financial Leverage, Operating Leverage and Combined Leverage.

**Unit-IV:**

**Dividend Decision:** Issues in Dividend Decision, Theories of Relevance and Irrelevance of Dividend in Firm Valuation - Pure Residual Theory, Walter's Model, Gordon's Model, MM Hypothesis, and Dividend Signaling Theory, Relevance of Dividend Under Market Imperfections, Traditional and Radical Position on Dividend, Types of Dividend Policies, Lintner's Model of Corporate Dividend Behavior.

**Working Capital Management:** Concept and Types of Working Capital, Cash Cycle and Management of Cash Holdings.

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**Readings:**

1. Brealey, R. A. and Myers S. C. *Principles of Corporate Finance*. McGraw Hill.
2. Chandra, P. *Financial Management-Theory and Practice*. Tata McGraw Hill.
3. *Corporate Finance*. Cengage Learning.
4. Damodaran, A. *Corporate Finance: Theory and Practice*. John Wiley & Sons.
5. Pandey, I. M. *Financial Management*. Vikas Publishing.
6. Ross, S. A. and Westerfield, R. W. *Corporate Finance*. McGraw Hill.

Semester-II

MBA (FM) 201 INDIAN FINANCIAL SYSTEM

**Prerequisites:** Basic knowledge of macroeconomics and Indian economy.

**Course Objectives:** The objective of this course is to provide an in-depth knowledge to the students about the structure, organization and working of financial markets, institutions and role of various regulatory bodies.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the structure of financial system in India and money market.

**CO2:** Know financial markets and its operations.

**CO3:** Understand the working of commercial banks and NBFCs.

**CO4:** Understand the role of mutual funds and insurance industry.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

**Indian Financial System:** Overview of Indian Financial System, Structure and Organization, Financial Institutions and Economic Development.

**Money market:** Organization, Types of Instruments, Participants, Trading Mechanism, Role and Functions of Reserve Bank of India (RBI).

**Unit-II:**

**Financial Markets:** Functions, Participants and Regulation of Primary Market, Trading and Settlement Procedure on Stock Exchanges, Role and Functions of Securities and Exchange Board of India (SEBI), Depository System.

**Unit-III:**

**Commercial Banks:** Prudential Norms for Classification, Valuation and Operation of Investment Portfolios by Banks, Management of Non-Performing Assets, Prudential Norms Relating to Capital Adequacy, Risk Management in Banks.

**Non-Banking Finance Companies (NBFCs):** Types of NBFCs, RBI Guidelines, Asset Liability Management.

**Unit-IV:**

**Mutual Funds:** Role as a Financial Intermediary, Organization and Structure, Types of Mutual Fund Schemes, SEBI (Mutual Funds) Regulations 1996.

**Insurance Industry:** Regulations, Role and Functions of Insurance Regulatory and Development Authority of India (IRDA)

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**Readings:**

1. Khan M.Y., *Indian Financial System*, Tata McGraw Hill, Latest Edition.
2. Bhole L.M., *Financial Institutions and Markets: Structure, Growth and Innovations*, Tata McGraw Hill, Latest Edition.
3. Kohn M., *Financial Institutions and Markets*, Tata McGraw Hill, Latest edition.
4. Madura J., *Financial Markets and Institutions*, South-Western, Cengage Learning, Latest Edition.
5. Avdhani V.A., *Investment and Securities Markets in India*, Himalaya, Latest Edition.

**MBA (FM) 202                      STRATEGIC MANAGEMENT**

**Prerequisites:** Knowledge of organization and management.

**Course Objectives:** The objective of the course is to develop the knowledge about strategy making process that is informed, integrative and responsive to rapid changes in organization environment and also about tasks implementing in a global market.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Describe the strategic decision making in an organization.

**CO2:** Understand various strategic alternatives and process of strategy formulation.

**CO3:** Understand the process of strategy implementation.

**CO4:** Evaluate the effectiveness of strategic decisions and understand the global strategic scenarios.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

**Concept of strategy:** Defining Strategy, Approaches to Strategic Decision Making, Mission and Purpose, Objectives and Goals, Strategic Business Unit (SBU), Limitation of Strategic Management. Levels and Types of Strategy.

**Strategic Analysis:** External Analysis: SWOT Analysis, PEST, Porter's Approach to Industry Analysis, Internal Analysis: Resource Based Approach, Value Chain Analysis

**Unit-II:**

**Strategy Formulation and Choice of Alternatives:** Strategies- Stability, Growth, Modernization, Diversification, Retrenchment, Integration, Merger, Take-Over and Joint Strategies, Turnaround, Divestment and Liquidation Strategies. Business Portfolio Analysis - BCG, GE Business Model, Ansoff's Product Market Growth Matrix.

**Unit-III:**

**Strategy Implementation:** Inter- Relationship Between Formulation and Implementation, Issues in Strategy Implementation, Resource Allocation. Strategy and Structure: Structural Considerations, McKinsey 7s Framework.

**Unit-IV:**

**Strategy Evaluation:** Overview of Strategic Evaluation, Strategic Control, Techniques of Strategic Evaluation and Control, Problem in Management and Evaluation. Global Issues in Strategic Management.

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**Readings:**

- 1 Bhattacharya S.C. - Strategic Management - S. Chand, New Delhi
- 2 Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi
- 3 Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
- 4 Christensen, C. Roland, Kenneth R. Andrews. Joseph L. Bower
- 5 Coulter, Mary K: Strategic Management in Action, Prentice Hall
- 6 Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw Hill, International Edition.
- 7 H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall. New Jersey
- 8 Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi
- 9 Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi

**MBA (FM) 203                      CORPORATE LEGAL FRAMEWORK**

**Prerequisites:** Knowledge of business and its operations.

**Course Objectives:** To familiarize students with the relevant provisions of various laws influencing business.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the provisions of Indian companies and Prevention of Money Laundering Act.

**CO2:** Comprehend the provisions related to competition, consumer and insolvency of corporate.

**CO3:** Get deep insight on legal aspects of intellectual property rights used in the companies.

**CO4:** Understand the regulatory framework of SEBI and regulations related to depositories.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

Indian Companies Act 2013, Prevention of Money Laundering Act, 2002

**Unit-II:**

Competition Act 2002, Consumer Protection Act 1986, Insolvency and Bankruptcy Code, 2016.

**Unit-III:**

Patent Act 1970, Trademark Act 1999, Copyright Act 1957.

**Unit-IV:**

Securities and Exchange Board of India Act 1992, SEBI (Listing Obligation and Disclosure Requirements) Regulation 2015, Depositories Act 2017

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**Readings:**

1. Kumar R. Legal Aspects of Business, Cengage Learning India Pvt. Ltd.
2. Maheswari S. N. & Maheswari S. k., Mannual of Business Laws. Himalaya Publishing House.
3. Avadhaani V.A: SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi
4. SEBI Act 1992, Nabhi Publication, Delhi
5. Securities (Contract and Regulation) Act 1956
6. Taxmsan's Company Act, (Latest)
7. Taxman's Masters Guide to companies Act 1998
8. Taxman's Students Guide to Economic Laws – V.S. Datey
9. Singh, Avtar, Law Relating to Monopolies, Restrictive and Unfair Trade Practices, Eastern Book'Co.
10. Bhandari ML: Guide to Company Law Procedure-Vols-I, II and III, Jain Book Agency New Delhi.
11. Ramaiya A. Guide to Companies Act, Wadhwa Publishing, Nagpur
12. Gogna PPS: Text Book of Business & Corporate Law-S. Chand, New Delhi

**Prerequisites:** Basic knowledge of Financial Institutions.

**Course Objectives:** To develop the necessary skills among the students in applying the principles of financial analysis and risk management to manage the funds in financial institutions.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Gain knowledge on working and capital requirements of financial institutions.

**CO2:** Know the techniques of managing assets and liabilities of financial institutions.

**CO3:** Analyse various means of managing risk financial institutions.

**CO4:** Know the mechanism of evaluating loan request and granting loans by financial institutions.

**Pedagogy:** Lectures and Case Study Analysis.

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**Unit-I:**

Types of Financial Institutions, Recent Trends in Domestic and Global Financial Systems, Classification of Commercial Banks, NBFCs, Capital Adequacy Requirements under Basel II and III, NPAs, Strategies of Managing NPAs.

**Unit-II:**

Introduction to ALM and Techniques, Managing Currency Exposures, Earnings Sensitivity Analysis, Structured Finance Products Including Asset-Backed Commercial Paper, Mortgage-Backed Securities, Collateralised Debt Obligations and Structured Investment Vehicles, Securitisation and Balance Sheet Management

**Unit-III:**

Management of Interest Rate Risk, Interest Sensitive Gap, Maturity Model, Duration Gap, Immunization Strategies, Management of Market Risk, Risk Metrics Model, Historic Model, BIS Regulations and Large-Bank Internal Models, Liquidity Risk, Sovereign Risk, Foreign Exchange Risk.

**Unit-IV:**

Introduction and Overview, Evaluating Commercial and Consumer Loan Requests, Customer Profitability Analysis and Loan Pricing, Credit Rating, Structural Credit Risk Models, Credit VAR, Expected Shortfall, Recovery Rate/Loss Given Default (LGD) Introduction to Merton's Model & Moody's Analytics Model.

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**Readings:**

1. G. Ramesh Babu, Management of Financial Institutions In India, Concept Publishing Company.
2. John Hull, Risk Management and Financial Institutions, Wiley.
3. Meera Sharma, Management of Financial Institutions-With Emphasis on Bank and Risk Management, PHI Learning.
4. Madhu Vij, Management of Financial Institutions in India, Amol Publications.
5. Nigam Srivastava, Management of Indian Financial Institutions, Himalaya Publishing House.

**Prerequisites:** Basic knowledge on indian economy.

**Course Objectives:** To provide students with an understanding of the cost structure of the product and various managerial decisions associated the costs. It also provides a sound knowledge of analyzing the financial statements of companies by using various ratios.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the concept of cost and preparation of cost sheet.

**CO2:** Assess the performance of production through variance analysis and make budgetary control.

**CO3:** Determine minimum revenue required to ensure no loss and no gain for the business.

**CO4:** Analyse the financial statements of companies for taking economic decisions.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit – I:**

**Cost Accounting:** Meaning, Importance and Scope of Cost Accounting, Elements of Cost: Material, Labour and Overhead Costs, Methods and Types of Costing, Cost Classification, Cost Sheet, Overview of Job, Contract Costing and Process Costing.

**Unit – II:**

**Standard Costing:** Material, Labour, Sales and Overhead Variances. Budgetary Control.

**Unit – III:**

**Marginal Costing and Break-Even Analysis:** Contribution, BEP Level, Marginal Costing and Managerial Decisions. Differential Costing and Managerial Decisions.

**Unit – IV:**

**Financial Statement Analysis:** Comparative Statement Analysis, Common Size Statement Analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis.

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**Readings:**

1. Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.
2. Banerjee Bhabatosh : Cost Accounting.
3. Hansen, Don R. and Maryanne M. Moreen: Management Accounting, South-Western College Publishing, Cincinnati, Ohio.
4. Horngren, C.T. Gary L. Sundem and William O. Stratton: Introduction to Management Accounting, Pearson Education, Delhi.
5. Horngren Charles T. George Foster and Srikanta M. Dattar : Cost ,Accounting: A Managerial Emphasis, Pearson Education, Delhi.
6. Jain & Narang, Cost Accounting, Kalyani.
7. Manmohan & Goyal, Principles of Management Accounting, Sahitya Bhavan, Agra
8. Narayanaswamy, R: Financial Accounting: A managerial perspective, Prentice Hall, Delhi.
9. Needles Jr. B.E., H.R. Anderson and J.C. Caldwell: Financial and Managerial Accounting, Houghton Mifflin Co., Boston.
10. Warren, C. S. and P.E. Fess: Principles of Financial and Managerial Accounting, South - Western, Ohio.
11. Welsch' Glenn A., Ronald W. Hilton and Poul N. Gordon: Budgeting, Profit Planning and Control, PH Delhi



**MBA (FM) 206 FINANCIAL ANALYTICS**

**Prerequisites:** Basic knowledge on statistics and financial data.

**Course Objectives:** To provide students with a sound knowledge on how to gauge the relationship and effect among various financial data and make future predictions.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Know the basics of financial data and software used in analysis those data.

**CO2:** Study the stationarity nature of data and bring them to stationary form.

**CO3:** Measure the short-run and long-run association among time series data.

**CO4:** Understand the basic requirements of panel data and various regression models to deal with panel data.

**Pedagogy:** Lectures, Case Study Analysis, Assignments and Computer Application.

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**Unit – I:**

**Data Analytics:** Meaning, Types of Data, Cross-Section Data, Time Series and Panel Data Analysis, Exponential Smoothing, Classical Linear Regression Model.

**Introduction to Software:** Excel, Gretl, Eviews and Stata.

**Unit – II:**

**Time Series Analysis I:** Summary Statistics, ACF, PACF, Correlogram, Stationary and Nonstationary Timeseries, Test of Stationarity, Stationary at Level, Stationary at Difference, Auto Regressive, Moving Average, ARMA Models of Stationary Time Series.

**Unit – III:**

**Time Series Analysis II:** Causality Between Variables: Granger Causality Test, Cointegration, Vector Auto Regression, Vector Error Correction Model.

**Unit – IV:**

**Panel Data Analysis:** Summary Statistics, Ordinary Least Squares Regression: Meaning, Diagnostic Tests: Normality, Heteroscedasticity, Linearity, Multicollinearity, Autocorrelation. Fixed Effect and Random Effect Regression.

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**Readings:**

1. Brooks Chris, (2002). *Introductory Econometrics for Finance*, Cambridge Brooks, C. Introductory Econometrics for Finance. Cambridge.
2. Cambell, J.Y, Andrew, W. L.O & Mackinlay, A.C. (1996). *The Econometrics of Financial Markets*. Princeton, NJ: Princeton University Press.
3. Tsay, R.S. (2010). *Analysis of Financial Time Series*. (3rded.). New York, NY: John Wiley.
4. Enders, W. (2013). *Applied Econometric Time Series*. John Wiley.
5. Koop, G. (2006). *Analysis of Financial Data*. John Wiley.

**Prerequisites:** Basic knowledge on statistics and computer.

**Course Objectives:** The Objective of this course is to help the students to understand the use of various techniques of econometrics in research and writing a research report.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Describe the research process and various types of research.

**CO2:** Describe research design and various methods of collection & processing of data.

**CO3:** Know about selection of samples and testing of hypothesis.

**CO4:** Use computer to analyse the data and write report on the researched topic.

**Pedagogy:** Lectures, Case Study Analysis, Assignments and Computer Application.

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**Unit-I:**

**Research:** Meaning, Objectives - Types of Research - Research Process - Validity and Reliability in Research, Role of Research in Functional Areas: Finance, Marketing, Human Resource Development and Production.

**Research Methodology:** Research Process and Defining Research Problems.

**Unit-II:**

**Research Design:** Features of a Good Research Design, Sampling: Types, Sampling Design - Steps and Characteristics of a Good Sample Design.

**Methods and Techniques of Data Collection:** Primary Data - Questionnaire and Interviews - Collection of Secondary Data – Cases, Data Processing.

**Unit-III:**

**Testing of Hypotheses:** Procedure for Hypotheses Testing- Use of Statistical Techniques for testing of hypotheses.

**Testing of Samples:** Sampling Distributions, Determining Size of the Sample. Sampling Errors.

**Chi-square Test:** Analysis of Variance and Co-variance - Multi Variate Analysis.

**Unit-IV:**

**Use of Computer in Research:** Creating a Database and its use for Statistical Analysis, Analysis and Interpretation of Data, Use of Statistical Techniques in Analysis and Interpretation.

**Report Writing:** Essentials of a Good Research Report, Types of Reports, Layout of a Research Report, Writing up of the Report, Evaluating a Research Report.

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**Readings:**

1. Cooper & Schindler, Business Research Methods. New Delhi: TMGH.
2. Kothari, Research Methodology: Methods & Techniques, New Age Intl., New Delhi.
3. Levin & Rubin, Statistics for Management. New Delhi: PHI.
4. Mark Gardener, "Beginning R The statistical Programming Language, Wiley India Pvt Ltd, New Delhi.
5. Naresh Malhotra, Marketing Research: An Applied Orientation, Pearson.

Semester-III

MBA (FM) 301 FINANCIAL SERVICES AND MARKETING

**Prerequisites:** Basic knowledge on financial institutions and their operations.

**Course Objectives:** To acquaint the students with the concept of financial services offered in India.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Know the role of merchant banking and venture capital financing.

**CO2:** Understand lease finance and hire –purchase as a source of finance for the business.

**CO3:** Know the role of factoring, forfeiting and credit rating in India.

**CO4:** Describe the concept of dematerialization and the process of marketing the financial services.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

**Financial Services:** Concept, Financial Services, Financial Institutions Offering Financial Services.

**Merchant Banking:** Concept, Services Rendered by Merchant Banks, Merchant Banks in India, Regulation of Merchant Banks, Problems of Merchant Banks.

**Venture Capital Financing:** Concept, Features, Origin and Growth, Venture Capital Schemes, Methods of Venture Capital Financing, SEBI Guidelines and Problems of Venture Capital in India.

**Unit-II:**

**Lease Finance:** Concept, Types of Leasing, Leasing in India, Factors Influencing Lease Verses Buying Decision, Problems of Leasing Companies.

**Hire Purchase:** Concept, Growth, Types of Hire Purchase, Problems and Prospects of Hire Purchase in India.

**Unit-III:**

**Factoring:** Concept, Types of Factoring, Factoring Mechanism, Problems of Factoring.

**Forfeiting:** Concept, Benefits, Mechanism, and Difference between Factoring and Forfeiting.

**Credit Rating:** Concept, Credit Rating Agencies: CRISIL, ICRA, CARE & Others, Techniques of Credit Rating, Rating Methodology, Rating Symbols, Ethical Issues and Problems in Credit Rating.

**Unit-IV:**

**Depository System and Dematerialization:** Concept, Depository, Depository Participants, SEBI Guidelines, Dematerialization: Concept, Process, Advantages and Drawbacks.

**Marketing of Financial Services:** Financial Services Marketing Verses Goods Marketing, Services Marketing Mix, Marketing Strategy for Financial Services: Stages in Formulation, Types of Strategy.

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**Readings:**

1. Gupta, S.K. and Agarwal, N. Financial Services, (Kalyani Publishers)
2. Khan, M.Y., Financial Services, (Tata Mc.Graw Hill)
3. Guruswamy S., Financial Services and Systems, (Vijay Nicole P. Ltd)
4. Gordon and Natarajan, Financial Markets & Services, (Himalaya)
- 5.6. Pezullo, Marketing Financial Services, (Mc.Millan India Ltd.)
7. Machiraju, HR, Merchant Banking, (New Age International Publishers.)
8. Machiraju, HR, Indian Financial System, (Vikas)
9. O.P. Agarwal, Environment & Management of Financial Services, (Himalaya)
10. Payne, Adrian: the Essence of Services Marketing, Prentice Hall, New Delhi
11. Balajee: Services Marketing Management, S. Chand, N. Delhi

**MBA (FM) 302                      BEHAVIOURAL FINANCE**

**Prerequisites:** Basic knowledge of corporate finance and financial markets.

**Course Objectives:** To provide the student with knowledge to understand the difference between the classical financial theory and Behavioural finance. The course is focused on the specific features of decision-making process in a market that is not strongly efficient.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand and model the behaviour of investors.

**CO2:** Recognise the factors of influencing the investors' behaviour.

**CO3:** Analyse various market hypotheses and know the level of efficiency of the market.

**CO4:** Identify the behavioural influence on corporate decision making.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I**

**Conventional Finance and Behavioural Finance:** Assumptions, Differences, and Reconciliation. Neoclassical Finance, Empirical Anomalies and Their Behavioural Explanations: Investor Behaviour and Its Modeling.

**Unit-II:**

**Heuristic:** Driven Biases, Frame Dependence, Socio-Emotional Influences, Information Processing: Bayesian Rationality, Heuristically Shortcuts, Cognitive Paths. Bounded Rationality.

**Unit-III:**

**Behavioural Challenges to Corporate Finance Theories:** Structure Irrelevance and Behavioural Factors, Dividend Irrelevance, and Behavioural Factors. Market Efficiency: Adaptive Markets Hypothesis and Market Ecology.

**Unit-IV:**

**Corporate Decision-Making under Behavioural Influence:** Behavioural Challenges to Asset Management Theories: Systematic Underperformance. Active Portfolio Management and Alpha Hunting, Socio-Psychological Challenges to Financial Markets.

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**Readings:**

1. Ackert, L., and R. Deaves, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
2. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch.
3. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
4. Mitchell, O. S., and S. P. Utkus, eds. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
5. Montier, James: Behavioural Finance, John Wiley & Sons, New York.
6. Nofsinger, J. R., Investment Madness, Prentice Hall.
7. Plous, S. The psychology of judgment and decision-making NY: McGraw Hill.
8. Shleifer, Andrei, Are Financial Markets Efficient? Oxford University Press.
9. Understanding Behavioral Finance by AckertNofsinger, Pearson Prentice Hall, (4th Edition).
10. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill.

**MBA (FM) 303 CORPORATE GOVERNANCE AND ETHICS**

**Prerequisites:** Knowledge of business and its stakeholders.

**Course Objectives:** To develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship. The course also aims to inculcate ethical sense among the students.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Serve as an effective board member, build professional boards and as senior managers contribute to strengthening board performance.

**CO2:** Know about rights & responsibilities of shareholders and build systems to prevent corporate frauds.

**CO3:** Know the Corporate Governance in Special Companies and Secretarial practices.

**CO4:** Appropriately address ethical issues such as conflicts of interest and insider trading.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

**Concepts and Framework:** Company and Stakeholders, Ownership and Control, Theories and Development of Corporate Governance, Models: Types and Basis of Adoption, Principles of Corporate Governance, Implications of Corporate Scams, Global Corporate Governance Movement.

**Boards and Directors:** Role of Board, Board Composition, Independence, and Committees, Board Leadership: Splitting Chairman and CEO, CEO Succession, Lead Director, Building Professional Boards – Directors Selection, Executive Compensation and Stock Option, Directors' Training and Competence, Board Diversity, Board Evaluation, Boards Oversight of CEO

**Unit-II:**

**Stakeholders and Shareholder:** Shareholders Rights and Responsibilities, Differential Voting Rights, Voting Mechanism, Class Action Suit, Rights of Minority Shareholders, Activism – Exit or Voice, Shareholder Proposals, Institutional Activism, Stewardship Code, Foreign Institutional Investors, Proxy Advisory Firms, Corporate Social Responsibility- Meaning and Models, CSR and Strategy, CSR in India,

**Board Committees and Risk Management:** Internal Control, IT Governance, Reliability of Financial Statements, Audit and Auditors: Selection, Rotation and Role, Board Committees, Audit Committee: Composition and Role, Risk Management, Related Party Transactions.

**Unit-III:**

**Corporate Governance in Special Companies:** Family Controlled Firms- Stages, Convergence of Ownership and Control, Family Governance, Family Splits and Succession Planning, Role of Independent Directors, Multinational Enterprises-Global, Local and Transnational Approach, OECD Guidelines, SMES, Benefits and Evaluation.

**Secretarial Practices:** Secretarial Audit, Board Processes, Board And Shareholder Meetings: Procedure for Convening a Meeting, Drafting Notices and Proposals, Conducting the Meeting, Electronic Meetings, Recording and Distribution of Minutes, Corporate Reporting: Preparing Board Report, Corporate Governance Report, CSR Report, Business Responsibility Report, Electronic Distribution.

**Unit-IV:**

**Ethics:** Meaning and Importance, Ethical Theories and Business Decisions, Business Ethics, Code of Ethics - Development and Implementation, Ethical Dilemma in Decisions, Whistle Blowing - Meaning, Types, Regulations, Whistle Blower Policy- Structure and Execution, Insider Trading: Meaning, Prohibition, Trading Plan, Code and Policy, Crony Capitalism and Corporate Funding

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**Readings:**

1. *Companies Act, 2013, Parliament of India.*
2. *Robert, A., G. Monks and Nell, Minow (2011). Corporate Governance.* John, Wiley & Sons.
3. Satheesh, Kumar, T., N. (2010). *Oxford Governance.*
4. SEBI (2015). Chapter IV, Listing Obligations and Disclosure Requirements Regulations
5. Sharma, J., P, (2016). *Corporate Governance, Business Ethics and CSR*
6. Tricker, B. (2012), *Corporate Governance.* Oxford

**Prerequisites:** Basic knowledge of corporate finance and financial markets.

**Course Objectives:** To provide the student with knowledge of managing entrepreneurial projects.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the basic concept of project management and project screening.

**CO2:** Make market and technical analysis of the project.

**CO3:** Manage sources of fund and working capital of the project.

**CO4:** Estimate cash flow and make financial appraisal of the project.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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### **Unit-I**

**Introduction:** Concept of Project Management, Project and Capital Budgeting, Objectives and Phases of Capital Budgeting, Resource Allocation, Generation and Screening of Project Idea, Environmental Appraisal and Clearance, Forms of Project Organization.

### **Unit-II:**

**Market and Technical Analysis of Project:** Market and Demand Analysis for New Ventures, Information Required for Market and Demand Analysis, Sources of Information, Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting, Technical Analysis-Material and Inputs, Production Technology and Product-Mix, Plant Capacity, Location Site, Project Charts and Layouts.

### **Unit-III:**

**Financial Estimates and Projections:** Cost of Project, Means of Financing, Cost of Production, Working Capital Requirement, Planning and Capital Structure of a New Project, Financial Projections-Projected Balance Sheet, Projected Sources and Uses of Funds Statement, Projected Cash Flow Statement and Projected Income Statement - Estimation of Sales and Costs.

### **Unit-IV:**

**Financial Appraisal of Projects:** Components of Cash Flow, Basic Principles of Cash Flow Estimation, Viewing a Project from Different Points of View, Appraisal Criteria - Pay Back Period, Accounting Rate of Return, NPV, IRR and Benefit-Cost Ratio, Rationale for Social Cost- Benefit Analysis, Project Implementation.

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### **Readings:**

1. Bryce, M.C.: Industrial Development, McGraw Hill (Int. ED.) New York.
2. Chandra, Prasanna : Project Preparation, Appraisal and implementation, Tata McGraw Hill, Delhi.
3. IDBI : Manual of Industrial Project Analysis in Developing Countries.
4. O.E.C.D.:(i)Manual for Preparation of Industrial Feasibility Studies.(ii)Guide to Practical Project Appraisal.
5. Pitale, R.L. : Project Appraisal Techniques, Oxford and IBH.
6. Planning Commission : Manual for Preparation of Feasibility Report.
7. Timothy, D.R. and W.R. Sewell : Project Appraisal and Review, Macmillan, India.
8. Chaudhary, S. : Project Management, Tata McGraw Hill, New Delhi.
9. Little I.M.D. and Mirrless J.A.: Project Appraisal and Planning for Developing Countries, Heinemann Education Books, London.

**Prerequisites:** Sound knowledge on of financial management of business.

**Course Objectives:** To give the students a deep insight into the application of financial management concepts and approaches in taking strategic decisions.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Know the importance for strategic planning in financial decision making.

**CO2:** Assess the long-term investment projects that are subject to risk and uncertainty.

**CO3:** Gain insights on managing risk associated with investment in working capital.

**CO4:** Ascertain the worth of business and predict the financial sickness of business.

**Pedagogy:** Lectures, Case Study Analysis and Computer Application.

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#### **Unit –I:**

**Financial Strategy & Planning:** Meaning Strategy & Its Features, Financial Management Decision: Investment, Financing & Dividend Decisions, Strategic Financial Management: Its Meaning, Definition, Need, Goal and Scope, Constraint to Strategic Financial Management, Financial Statement Analysis & Estimating Financial Requirement, Financial Forecasting Technique. Financial Planning Process.

#### **Unit – II:**

##### **Long-Term Investment Decision & Its Risk Management:**

Capital Budgeting Decision Under Risk and Uncertainty, Techniques for Incorporating Risk and Uncertainty in Capital Budgeting Decisions- Risk Adjusted Discount Rate Method (RADR), Certainty Equivalent Method, Probability Distribution Method, Decision Tree Analysis, Sensitivity Analysis and Scenario Analysis.

#### **Unit-III:**

##### **Short-Term Investment Decision & Its Risk Management:**

**Working Capital Risk Management:** Estimation of Working Capital Requirement, Risk & Uncertainty in Approaches of Working Capital Financing: Aggressive vs. Conservative, Management of Cash Holdings: Baumol'S Model and Miller-Orr Model, Cash Budget, Management of Inventories and Receivables.

#### **Unit- IV:**

**Business Valuation & Financial Distress:** Meaning of Value and Factors Affecting Value, Strategic Valuation, Equity vs. Enterprise Valuation, Asset Based Valuation, DCF Valuation Models, Residual Income Valuation.

**Merger &Acquisition:** Process and Structure, Types of Mergers, Drivers of M&A, Merger Payoffs, M&A and Share Price Behaviour, Corporate Acquisitions, Corporate Divestitures, Equity Carve Outs, Spin Offs and Leverage Buy Outs, Financial Restructuring, Corporate Turnarounds, Valuation Issues in M&A.

**Financial Distress:** Concept, Tools For Predicting Firms' Financial Distress and Liquidation Process.

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#### **Readings:**

1. Brealey, R. A. and Myers S. C. *Principles of Corporate Finance*. McGraw Hill.
2. Chandra, P. *Strategic Financial Management*- Tata McGraw Hill.
3. Damodaran, A. *Valuation* .John Wiley & Sons.
4. Pandey, I. M. *Financial Management*. Vikas Publishing.
5. Ross, S. A. and Westerfield, R. W. *Corporate Finance*. McGraw Hill.

**Prerequisites:** Basic understanding of accounting, corporate finance, capital market and statistics.

**Course Objectives:** To expose the students on the various avenues available for effective investment and possible way to avoid risk in investments through portfolio Management.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the basic concepts of investment and portfolio.

**CO2:** Analyze the individual security.

**CO3:** Construct and Manage a Portfolio.

**CO4:** Evaluate and revise the portfolios.

**Pedagogy:** Lectures, Case Study Analysis, Computer Application, and Assignment.

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### **Unit-I:**

**Introduction to Investment:** Nature and Scope of Investment Analysis, Savings vs. Investment, Elements of Investment, Objectives of Investment, Investment Philosophy, Types of Investor, Investor, Speculator & Gambler, Investment Avenues, Features of Investment, Process of Investment, Contemporary Issues in Investment Management.

**Measurement of Risk and Return:** Measurement of Stock Return, Systematic Risk and Unsystematic Risk, Measurement of BETA. Measuring Risk and Return in Practice (Using MS-Excel).

### **Unit-II:**

**Equity Analysis:** Fundamental Analysis: Economic Analysis, Industry Analysis and Company Analysis.

Technical Analysis: Various Prices and Volume Indicators, Indices: Various Types of Trends and Indices.

**Market Efficiency:** Concept and Importance, Random Walk Theory, The Efficient Market Hypothesis. Forms of Market Efficiency, Testing Different Form of Market Efficiency Using MS-Excel/SPSS

### **Unit-III:**

**Portfolio Management:** Meaning, Importance and Objectives, Phase of Portfolio Management.

**Portfolio Analysis:** Estimating Rate of Return and Standard Deviation of Portfolio Returns, Effects of Combining Securities, Markowitz Risk-Return Optimization.

### **Unit-IV:**

**Single Index Model:** Portfolio Risk, Portfolio Market Risk and Unique Risk, Sharpe's Optimization Solution. Capital Asset Pricing Model and Its Assumptions, Capital Market Line, Security Market Line, Risk Free Lending and Borrowing. Arbitrage Pricing Theory and Multifactor Asset Pricing Models.

**Portfolio Revision & Evaluation:** Need and Constraints, Revision Strategies, Formula Plans: Constant Dollar Value Plan– Constant Ratio Plan - Dollar Cost Averaging etc., Portfolio Performance Evaluation: Measure of Return, Risk Adjusted Measure of Performance Evaluation.

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### **Readings:**

1. Barua, Raghunathan and Verma: Portfolio Management, Tata McGraw Hill, Delhi.
2. Bhalla V. K. - Investment Management, Portfolio Analysis - S. Chand, New Delhi.
3. Clark, James Francies: Investment management. McGraw Hill, International Edition, New York.
4. Fabozzi Frank J; investment Management, Prentice. Hall, international Edition, New York.
5. Fischer D.E. and Jordan R.J, Security Analysis and Portfolio Management, Prentice Hall, Delhi.
6. Kevin S: Portfolio Management, Prentice Hall, New Delhi.
7. Shalini Talwar, Security Analysis & Portfolio Management, Cengage, New Delhi
8. Sharpe William F., Gordon J Alexander and J.V. Bailly: Investments, Prentice Hall, Delhi.
9. Sharpe William F.; Portfolio Theory and Capital Markets, McGraw Hill, New York.
10. Strong Robert; Portfolio Construction: Management and Protection, West Publishing Co.
11. Zvi Bodie, Alex Kane AJ Marcus and Pitabas Mohanty: Investments, McGraw Hill, Chennai.



**Prerequisites:** Domain knowledge, and knowledge of computer application.

**Course Objectives:** To provide practical exposure in the industry set up.

**Course Outcomes:** After completion of this course the students will be able to apply their academic learning in practice.

**Pedagogy:** Lectures, Discussion, Data Collection, Data Analysis and Report Writing.

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Each student has to undergo internship training in industry for a period of FOUR weeks after the completion of the second semester (Preferably during summer vacation) and are required to submit a Project Report under the supervision of an internal guide assigned by the Head/Coordinator of the Department. Two copies of the report shall be submitted to the Department for evaluation. The evaluation consists of 50 marks for project report and 50 marks for project report presentation.

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Semester-IV

MBA (FM) 401

INSURANCE MANAGEMENT

**Prerequisites:** Basic knowledge of financial intermediaries and financial services.

**Course Objectives:** To make the students aware of the various insurable risks associated with life and property and the mechanism in mitigating such risks.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Know the concept and principles of insurance contract.

**CO2:** Gain insights on life, fire and marine insurance.

**CO3:** Understand the process of claim calculation and settlement.

**CO4:** Comprehend the concept of re-insurance and legal & social aspects of investment by insurers.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

**Introduction:** Concepts & Features of Insurance, Types of Insurance; Essential of a Valid Contract, Fundamental Principles of Insurance. Role of IRDA.

**Unit-II:**

**Life Insurance:** Fundamental Principles, Procedure for Taking a Policy, Kinds of Policies.

**Fire Insurance:** Fundamental Principles, Procedure, Premium, Assignment, Types of Fire Insurance.

**Marine Insurance:** Concepts, Contract, Procedure, Fundamental Principles, Form and Types of Policies.

**Unit-III:**

**Insurance Claim:** Claim Settlement Procedure, Claim for Loss of Stock, Claim for Loss of Profit.

**Life Insurance:** Settlement of Claims, Calculation of Benefit Payable on Maturity Claims, Death Claims, Adjustment for Loans, Unpaid Premiums and Interest. Foreclosure and Alterations.

**Unit-IV:**

**Re-Insurance:** General Features, Common Terms, Functions, Features, and Classification. Methods of Reinsurance, Proportional and Non-Proportional; Bank Assurance.

**Risk and Investment Management:** Concept, Types of Risks, Management and Control of Risks, Techniques of Risk Management. Investment: Investment Principles, Types and Legal and Social Aspect of Investment Policies of Insurance Companies.

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**Readings:**

- 1 Arif Kran, Theory and Practice of Insurance. Educational Book House.
- 2 Ganguly Anand "Insurance Act", New Age International Publication.
- 3 Greene and Trieschemann, Risk Insurance, South Western Publishing Co.
- 4 Grieder and Beadles, 'Principles of Insurance'.
- 5 Gupta, P.K; Insurance & Risk Management, Himalaya, Bombay.
- 6 Insurance Law Manual, Taxman, Delhi.
- 7 Mishra M.N. Insurance principles & Parctice, S. Chand, New Delhi.
- 8 Periasami, P; Principles & Practices of Insurance, Himalaya, Bombay.
- 9 Rejda: Principles of Risk Management and Insurance, Pearson Education, New Delhi.
- 10 Shama R.S., Insurance Principles and Practice. Vora, Delhi.
- 11 Study Material of Insurance Institute of India, Bombay.

**Prerequisites:** Basic knowledge of financial intermediaries and financial services.

**Course Objectives:** To enable the students to manage their financial resources efficiently and to act as advisor to others in managing the financial resources.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Know about the financial planning and the process involved in it.

**CO2:** Have knowledge on various investment avenues.

**CO3:** Plan their own investment and advice others on investment planning.

**CO4:** Make proper planning of the personal loans and advances.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

**Introduction to Financial Planning:** Globally Accepted Six Steps Financial Planning Process; General Principles of Cash Flow Planning, Budgeting, Legal Aspects of Financial Planning. Overview of Risk Management: Investments, Insurance, Retirement Solutions, Tax and Estate Planning.

**Unit-II:**

**Investment Environment:** Types of Investment Options Available to an Individual Investor - Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, Financial Derivatives, Commodity Derivatives, Gold and Bullion, ETFs, REITs, Real Estate etc. Objectives and Rewards of Investing. Investment Constraints (Tax Considerations, Unique Needs etc.). Impact of Inflation and Indexation. Sources of Financial Information. Understanding Mutual Funds (Schemes, NAV Calculation, Load Structure, Systematic Investment Plans, Systematic Withdrawal Plan etc.)

**Unit-III:**

**Personal Financial Planning:** Personal Financial Planning Process. Setting Personal Financial Goals. Life Cycle Approach to Financial Planning. Components of Financial Plan; Developing Financial Plan; Using Time Value Concept To Estimate Savings. Evaluation of Tax Saving Instruments. Objectives of Will and Creating a Valid Will; Living Will and Power of Attorney. Planning for Life Insurance and Health Insurance. Primary Clauses in Insurance Agreement. Main Contents of Healthcare Insurance.

**Unit-IV:**

**Credit Planning and Retirement Planning:** Assessment of Credit - Types, Advantages, Disadvantages. Consumer and Housing Finance Planning. EMI Calculations - Methods and Implications. Reverse Mortgage. Education Loan. Credit Card Management; Credit Limits, Overdraft Protection, Grace Period. Credit Bureaus - Individual Credit History And Ranking, Identity Theft and Protection Against Identity Thefts. Retirement Planning and Pension Plans. Impact of Taxes and Inflation.

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**Readings:**

1. Madura, Jeff, *Personal Finance*, Pearson.
2. Kapoor, J R, Dlabay & Hughes R, *Personal Finance*, McGraw Hill.
3. Keown, A J, *Personal Finance – Turning money into wealth*, Pearson Publication.
4. Bajtelsmit, [Vickie L.](#) & [Rastelli](#) Linda G., *Wiley Pathways Personal Finance*, Wiley.
5. Rachel Siegel & Carol Yacht, *Personal Finance*, Saylor Foundation, Flat World Knowledge.

**Prerequisites:** Basic knowledge of financial reporting.

**Course Objectives:** To let the students know the fundamentals of accounting standards and corporate reporting practices. This paper will help the students to gain the knowledge on selective accounting standard.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Have understanding of Indian Accounting Standard and its applicability in preparation of financial statements.

**CO2:** Understand different types of report prepared by the corporate and concept of triple bottom line.

**CO3:** Prepare statement of Cash flow statement and have broad idea about PPP and inventory valuation.

**CO4:** Gain idea about fair value measurement and the reporting practices followed of corporate.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

**Introduction to Indian Accounting Standards:** Introduction, Applicability, Carve-Outs and Carve-Ins, Framework for the Preparation and Presentation of Financial Statements in Accordance with Indian Accounting Standards.

**Unit-II:**

Presentation of Financial Statements (Ind AS - 1), Separate Financial Statements (Ind AS - 27), Interim Financial Reporting (Ind AS - 34), Annual Report, Triple Bottom Line.

**Unit-III:**

Inventories (Ind AS - 2), Statement of Cash Flows (Ind AS-7), Property, Plant and Equipment (Ind AS-16), Income Tax (Ind AS -12).

**Unit-IV:**

Intangible Assets (Ind AS - 38), Impairment of Assets (Ind AS - 36), Fair Value Measurement (Ind AS - 113), Leases (Ind AS - 116).

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**Readings:**

1. Chatterjee, B. D. & Jain Jinender, Illustrated Guide to Indian Accounting Standards (Ind AS), Taxmann, New Delhi.
2. Maller, S., Accounting under Ind AS, Bloomsbury, New Delhi.
3. Rawat, D. S. & Jain Jinender, Students' Guide To Ind ASs (Converged IFRSs), Taxmann, New Delhi.
4. Uma Devi. R., Reporting Practices-Financial and Non-Financial, CSMFL, India.

**MBA (FM) 404      INTERNATIONAL ACCOUNTING AND CORPORATE REPORTING**

**Prerequisites:** Basic knowledge of financial accounting and reporting.

**Course Objectives:** To expose students to the prevailing International Accounting Systems and to increase the employability of students in MNCs.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:**Develop Insights on the different dimensions of the international accounting.

**CO2:**Know the country differences and harmonization of accounting practices.

**CO3:**Understand the operations of foreign currency translations mechanisms & transfer pricing.

**CO4:**Know the corporate reporting practices in India.

**Pedagogy:** Lectures, Case Study Analysis and Assignments.

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**Unit-I:**

**Introduction to International Accounting:** Concepts of International Accounting, Its Importance and Scope, Development of International Accounting, Challenges of International Accounting

**Unit-II:**

**Country Differences and Harmonization of Accounting Practices:** Accounting Differences & Harmonization: Concepts, Reason for Difference in Accounting Practices, Need for Harmonization, Process for Harmonization, IFRS, Institutional Efforts for Harmonization: IASC, IFAC, IOSCO, UN, OECD, Impediments to Harmonization.

**Unit-III:**

**Foreign Currency Translations & Transfer Pricing:** Foreign Currency Translation: Concept of Foreign Currency Translation, Its Need and, Issues, Indian GAAP and Foreign Currency Translation, Accounting Treatment for Foreign Currency Transaction, US GAAP on Foreign Currency Translation.

**Transfer Pricing:** Concepts of Transfer Pricing and Its Need, Factors Governing Transfer Pricing Policy, Methods of Transfer Pricing: Cost Based, Market Based and Negotiated.

**Unit-IV:**

**Corporate Reporting Practices:** Overview of Corporate Report, Evolution of Corporate Report in India, Need and Types of Corporate Reports

**Sustainability and Other Reporting:** Triple Bottom Line Reporting, Global Reporting Initiative, ESG, Integrated Reporting, Business Responsibility Reporting, Management Discussion and Analysis.

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**Readings:**

1. Comparative international accounting -Nobes Christopher & Parker Robert, Research Education, Asia, New Delhi.
2. International accounting a user perspective-Saudagaran, Shahorkh. M, Cengage learning India Pvt. Ltd, New Delhi.
3. International Accounting, MohapatraDas. A.K., Prentic Hall of India, New Delhi.
4. International accounting, Rathore, Shirin, PHI learning, New Delhi.
5. International Accounting-Peter Walton, International Thomson Business press.

**Prerequisites:** Basic understanding of accounting, corporate finance, capital market and statistics.

**Course Objectives:** To introduce the students to the application of various tools and techniques of financial risk management.

**Course Outcomes:** After completion of this course the students will be able to:

**CO1:** Understand the concept of risk and derivatives.

**CO2:** Make option strategies.

**CO3:** Make futures and swap strategies.

**CO4:** Understand the risk hedging schemes.

**Pedagogy:** Lectures, Case Study Analysis, Computer Application, and Assignments.

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**Unit-I:**

**Source of Financial Risk:** Credit vs. Market, Default Risk, Foreign Exchange Risk, Interest Rate Risk, Purchasing Power Risk etc., Systematic and Non-Systematic Risk.

**Introduction to Derivatives:** Meaning and Purpose of Derivatives; Forward Contracts, Future Contracts, Options, Swaps and Other Derivatives, Types of Traders.

**Unit-II:**

**Options:** Types of Options, Option Trading, Margins, Valuation of Options, Binomial Option Pricing Modal, Black-Scholes Model for Call Options, Valuation of Put Options, Index Options, Option Markets-Exchange Traded Options, over the Counter Options.

**Unit-III:**

**Futures:** Mechanisms of Future Contracts, Specification of The Future Contracts, Operation of Margins.

**SWAPS:** Mechanisms of Interest Rate Swaps, Valuation of Interest Rate Swaps, Currency Swaps and Its Valuation, Credit Risk and Swaps.

**Unit-IV:**

**Managing Market Risk:** Hedging Schemes- Delta Hedging, Theta, Gamma. Relationship in Delta, Theta, Gamma, Vega and Rho, Portfolio Insurance.

Derivatives Market in India: Present Position in India, Regulation, Working and Trading Activity.

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**Readings:**

1. Chance, Don M: An Introduction to Derivatives, Dryden press, International Edition.
1. Chew, Lilian: Managing derivative risk, John Wiley, New Jersey.
2. Das Satyajit: Swap & Derivative Financing, Probus,
3. Hull J. Options: Future and other derivatives, Prentice Hall, New Delhi.
4. Kolb Robert W: Understanding Future Markets, Prentice Hall Inc., New Delhi
5. Kolb Robert: Financial Derivatives, New York Institute of Finance, New York

**Prerequisites:** Basic knowledge of macroeconomics and international financial institutions.

**Course Objectives:** To provide the student a sound knowledge on international financial flows, exchange rate determination and management of financial exposure.

**Course Outcomes:** After completion of this course the students will be able to:

CO1: Acquire knowledge on international financial and monetary system.

CO2: Understand the mechanism of forex market.

CO4: Know the determination of exchange rates.

CO3: Appreciate role and importance of international financial institutions in international money flow.

**Pedagogy:** Lectures and Case Study Analysis.

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#### **Unit-I:**

**Evolution of International Monetary system:** Bimetallism (Before 1875), Classical Gold Standard (1873-1914), Inter –War Period (1915-1944), Brettonwoods System (1945-1972), Flexible Exchange Rate Arrangements; European Monetary System, The Euro and The European Monetary Union, **Currency Crisis:** The Mexican Peso Crisis, Asian Currency Crisis, Argentine Peso Crisis, Fixed vs. Flexible Exchange Rate Regimes.

#### **Unit-II:**

**Balance of Payment and International Linkages:** Balance of Payments and Its Components; BOP Accounting, BOP Trends in Major Countries, Coping with Current Account Deficit, Capital Account Convertibility – Pros and Cons, International Money Market – Euro Currency Market, Euro Credits, Forward Rate Agreements, Euro Notes – International Bond Market - Credit Rating and Indices of International Bond Market – Types of Instruments.

#### **Unit-III:**

**Foreign Exchange Markets:** International Equity Markets: Market Structure, Trading in International Equities, Cross Listing of Equities, GDRS, ADRS, IDRS, Global Registered Shares, International Equity Market Benchmark, Factors Affecting in International Equity Market. Functions and Structure of Forex Market – Forex Market Participants, Foreign Exchange Spot Rates, Forward, Futures, Options and Swap Market; Foreign Exchange Rate Determinants – International Parity Relationship, Interest Rate Parity, Purchasing Power Parity and International Fisher Effect.

#### **Unit-IV:**

**Foreign Exchange and Management:** Management of Transaction Exposure, Money Market Hedge, Hedging Foreign Currency Payable, Cross Hedging Minor Currency Exposure, Hedging Through Invoice Currencies, Hedging Via Lead and Lag, Exposure Netting; Management of Economic Exposure; Measurement of Economic Exposures, Determinants of Economic Exposure; Management of Translation Exposure – Translation Exposure Methods, FASB 8, 52, Management of Translation Exposure, Balance Sheet Hedge and Derivatives Hedge.

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#### **Readings:**

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi 2009,5th edition
2. Shapiro, Alan. C: Multinational Financial Management, Prentice-Hall, New Delhi. 2006,8th edition
3. Cheol S. Eun, Bruce G. Resnick: International Finance Management, McGraw Hill, 2009 5th Edition.
4. Buckley, Adrian: Multinational Finance, Prentice-Hall, New Delhi, 2020 5th Edition. Open Resource: <https://www.udemy.com/course/international-finance-i/>
5. Avadhani V.A., International Finance: Theory & Practice, Himalaya Publishing House, Mumbai.
6. .C. International Finance: Management Markets & Institutions, Prentice Hall of India, New Jersey.

**Prerequisites:** Domain knowledge, statistics, and computer application.

**Course Objectives:** To instil research attitude and spirit among the students.

**Course Outcomes:** After completion of this course the students will be able to undertake research on their interested field and prepare a research report.

**Pedagogy:** Lectures, Discussion, Data Collection, Data Analysis and Report Writing.

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Every student shall have an appropriate topic selected for preparing dissertation at the beginning of the fourth semester and shall submit the same and face a viva-voce at the end of the fourth semester. The students shall be evaluated out of 100 marks comprising of 50 marks for dissertation and 50 marks for performance in the viva-voce.

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**Readings:**

1. Cooper & Schindler, Business Research Methods. New Delhi:TMGH.
2. Kothari, Research Methodology: Methods & Techniques, New Age Intl., New Delhi .
3. Levin & Rubin, Statistics for Management. New Delhi:PHI.
4. Mark Gardener, “Beginning R The statistical Programing Language, Wiley India Pvt Ltd, New Delhi.
5. Naresh Malhotra, Marketing Research: An Applied Orientation,Pearson.