



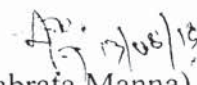
UNIVERSITY OF CALCUTTA

Notification No. CSR/ 44 /18

It is notified for information of all concerned that the Syndicate in its meeting held on 13.07.2018 (vide Item No.11) approved the Syllabus and Regulations of Two-Year / Three -Year Post Graduate Degree in Master of Business Administration (Financial Management) Course of Study under CBCS under this University, as laid down in the accompanying pamphlet.

The above shall be effective from the academic session 2018-2019.

SENATE HOUSE
KOLKATA-700073
The 13th August, 2018


(Debabrata Manna)
Deputy Registrar (Acting)

**Regulations Relating to the Two-Year / Three-year Post Graduate
Degree in**

MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)

1. General

1.01. The course of study leading to the Post-graduate Degree in MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT) of the University of Calcutta shall be conducted by the concerned Post Graduate Department / Constituent Colleges.

1.02. The University shall lay down from time to time such subsidiary rules of admission/ courses of study and methods of examination as may be deemed necessary for the maintenance of adequate standards of University Education.

1.03. The medium of instruction of the course shall be in English and the candidate shall have to answer the examination paper including admission test in English only.

2. Duration of the Course

2.01. For Full Time courses (Day Session):

Two full academic years, which will include theoretical papers, project and dissertation work, divided into four semesters.

For Part Time Courses (Evening Session):

Three academic years, which will include theoretical papers, project and dissertation work, divided into six semesters.

2.02. The classes may be held both in day session and evening session depending on the availability of the resources.

3. Admission

3.01. The minimum qualification for admission to the course is a Bachelor's Degree (10+2+3 system) with Honours in Arts / Science / Commerce / Business Administration or Bachelor's Degree (10+2+4 system) in Engineering / Technology / Medical Science / Law/ Professional Courses / or its equivalent from any University recognized by the University of Calcutta.

3.02. The last date for the receipt of applications, the last date for admission, the date of commencement of classes of the MBA (Financial Management) course shall be fixed each year by the University/constituent colleges.

3.03. The applicants for the admission to the MBA (Financial Management) course shall be required to undergo UGC specified national entrance tests like CAT, MAT, XAT, JEMAT or any recognised University admission test, etc. as decided by the concerned Department / constituent colleges each year.

3.04. The candidates short-listed on the basis of certain cut-off marks in the above mentioned selection test shall be required to appear for Group Discussion and Personal Interview to be conducted by a Selection Committee consisting of i) all full time faculty members and ii) at least two external experts nominated by Departmental Committee / Advisory Board/ Faculty Committee and approved by the Vice-Chancellor. The Head of the Department / Coordinator / Director shall be the ex-officio Chairman and the Secretary, UCAC shall be an ex-officio member of the selection committee.

3.05. Each member present in the Selection Committee as stated in clause 3.04 will award marks to each candidate for Group Discussion & Personal Interview separately. The final admission test scores will be computed on the basis of the average of the marks awarded by all the members present. Marks will be awarded on the basis of various criteria as set by the Selection Committee. The candidates will be selected from that list of final scores in order of merit.

3.06. Total Number of seats (excluding re-admission) for the course would be as approved by A.I.C.T.E. and/or competent authority including reserved category as per University / Government rules and regulations.

3.07. Admission of reserved categories students may be admitted as per existing University rules and regulations, if the test is conducted by the University / constituent colleges.

3.08. After the selection for the admission to the MBA (Financial Management) course, the candidate shall, within the date fixed by the MBA (Financial Management) Department deposit the necessary fees prescribed for the purpose. If the candidate fails to deposit the fees within the stipulated time, his/ her selection shall automatically be cancelled. Such a candidate shall not be admitted to the course unless fresh order for selection is made or an extension of the date of payment is granted by the competent authority.

3.09. Admission to the MBA (Financial Management) course shall only be in the first semester of the first year of the two-year / three year academic programme.

4. Course of Study

4.01. A candidate admitted to the MBA (Financial Management) course shall register himself/ herself as a student of the University of Calcutta/constituent college, as the case may be.

4.02. The course of study for the MBA (Financial Management) course shall be two-year full time / three year part time course divided into four semesters / six semesters.

4.03. Students admitted to the two-year/three year MBA (Financial Management) course shall pursue the regular courses of lectures, and other academic arrangements made for the two-year/three year academic term.

4.04. A student of the MBA (Financial Management) course shall not be permitted to seek admission concurrently to any other equivalent or higher degree course in any university.

4.05. A student shall be deemed to have pursued a regular course of study provided he/she has attended at least 75 per cent of the lectures delivered in aggregate for each semester course of study. If he/she has attended 65% but less than 75% of the total lectures delivered of his/her course of study treated as non-collegiate. Candidates attending less than 65% of total lectures delivered in a semester course of study will be treated as dis-collegiate.

4.06.. The attendance of a candidate shall be counted from the date on which the respective classes begin/ or from the date on which he/she is admitted whichever is later.

4.07. The University shall have the power to condone a deficiency in attendance, as per rule.

4.08. A student who fails to pursue a regular course of study as stated in 4.05 to 4.07 may be allowed to take re-admission to the same course in the next year only. The re-admission fees are to be decided by the respective departments/colleges (self-finance courses) to the same course the next year only.

4.09. Students of the two-year / three years Post Graduate Degree in MBA (Financial Management) course shall have to pursue a course of study of the papers distributed into four semesters or six semesters.

The total marks of the course will be 3200 with the following semester-wise distribution.

Semester	No. of Papers	Total Marks	Total Credit
First Semester	08	800	32
Second Semester	08	800	32
Third Semester	08	800	32
Fourth Semester	08	800	32
Total	32	3200	128

The course adopts Choice Based Credit System (CBCS) and Grading System. Grading System is provided in Annexure – I and the Syllabus under CBCS is shown in Annexure –II

Four Discipline Specific Elective (DSE) papers are offered during the fourth semester. In short, the semester-wise distribution of papers will be as follows:

Semester	Papers
First Semester	8 Core Papers (Paper No. CC1.1 to CC1.8)
Second Semester	8 Core Papers (Paper No. CC2.1 to CC2.8)
Third Semester	8 Core Papers (Paper No. CC3.1 to CC3.8)
Fourth Semester	4 DSE Papers (Paper No. DSE4.1 & DSE4.4) 4 Core Papers (Paper No. CC4.5 to CC4.8)

4.10. Both the Syllabus under CBCS (shown in Annexure –II) and Grading System (provided in Annexure – I) are amenable to changes by the Departmental Committee, Board of Studies and Faculty Council from time to time.

5. Examinations

5.01. Semester Examinations in MBA (Financial Management) course shall be held within six months in Kolkata and at such other places as shall be determined from time to time by the University. The date of commencement of the examination shall be duly notified.

5.02. In each academic session two semester course will be simultaneously conducted i.e. I and III or II & IV for two different batches (for Day Session) and at the end of which corresponding semester examinations will be held. For the evening session, courses will be distributed throughout the entire three-year period and in six semesters. However, the students of the evening session will appear for four semester examinations and their first semester examination

will be held in the second year of their study period along with the first semester examination of the full time course.

5.03. A student will be allowed to appear in a semester examination only after he/she completes his/her regular MBA (Financial Management) course of study for that semester.

5.04. 40% marks in any theoretical paper in any semester will be deemed as pass marks for that paper. A candidate who fails to secure 40% marks in any paper will be allowed to appear in that paper when the corresponding semester examination is held next. He / She will be allowed two such consecutive chances for each paper.

5.05. Classes for the next semester course will start immediately as per notification by the concerned Department.

5.06. Students shall have to specialize, as applicable, in DSE papers, if any, offered in Semester IV. Semester wise distribution of papers and the syllabus is provided in Annexure-II.

5.07. Semester (I + II+ III + IV) examinations will be held in 3200 marks distributed in four / six semesters. 20% of marks in each theoretical paper of 100 marks / each module of 50 marks will be reserved for internal assessment. The modalities of internal assessment shall be decided by the concerned Department conducting the course.

5.08. A candidate who fails in the viva voce examination / project / dissertation will have to reappear for the same when they are held next. He / she will be given two such consecutive chances.

5.09. A student will be declared to have passed the Course on the basis of the results in semesters I, II, III, IV examinations. The minimum qualifying marks for this will be 40 % in all the papers. Students will be awarded Grades on the basis of credit weighted average grade points, where grade points for each course will be computed on the basis of percentage of marks as stated in Annexure – I. A student will be declared to have passed a Semester if at least 40% marks (Grade P) is obtained in all the papers in that semester. A student will be declared to have passed the Course if at least 40% marks (Grade P) is obtained in all the papers of the course fulfilling total 128 credits.

5.10. Re-examination of only two papers per semester shall be allowed for the candidates appearing at a semester examination as a whole provided he/she has secured at least 40% marks in aggregate in rest of the papers of that semester examination.

5.11. The evaluation of field study, dissertation, project report and viva voce shall be conducted as decided by the Board of Studies / Advisory Committee.

5.12. Candidates having passed as per **5.09** but scoring less than 60 per cent marks in the aggregate will be declared to have passed the examination in the 2nd class; those scoring 60 % or more in the aggregate will be declared to have passed in the 1st class. A student will also be declared to have been placed in the specified Grade based on his/her Final GPA as stated in Annexure – I.

5.13. A candidate who fails to appear in one semester examination or in any paper in that examination may be allowed to appear for that examination /paper along with other semester

examination (based on the syllabus in force at the time of examination) or separately when the corresponding examination is held next. He/she will be given next two consecutive chances.

5.14. On the completion of the results the University shall publish a list of successful candidates arranged in two classes and in order of merit.

5.15. Each successful candidate shall receive his/her degree of MBA (Financial Management) in the form of a certificate stating the year of passing and the class and Grade in which he/she is placed along with FGPA

5.16. In case any issue emerges in pursuance of this CSR or otherwise related to the CSR, the matter will be decided by the Departmental Committee and Board of Studies with the approval of the Vice-Chancellor.

5.17. This CSR of MBA (Financial Management) supersedes all other previous CSR of MBA(Financial Management) existing in any form.

5.18. This CSR will be operative from **2018-2019 admitted batches of students** onwards.

Annexure – I: Grading System

I.1: Grade for a paper is specified as below:

Grade	Meaning	% of Marks
O	Outstanding	90 – 100
E	Excellent	80 – 89
A	Very Good	70 – 79
B	Good	60 – 69
C	Average	50 – 59
P	Pass	40 – 49
F	Fail	Below 40
Ab	Absent	

I.2: Computation of Grade Point for a paper and Grade Point Weighted Average for Semesters and the Course:

$$\text{Grade Point} = \text{GP} = \frac{\% \text{ of marks in the paper}}{10}$$

$$\text{Grade Point Weighted Average} = \text{GPA}$$

$$= \text{Weighted Average of GP of the papers where credit of the papers are the weights}$$

$$= \frac{\text{Sum total of Credit Weighted GP}}{\text{Sum total of Credits}} = \frac{\sum \text{CGP}}{\sum C}$$

SGPA is the Semester GPA i.e., the GPA of all the papers in one semester

CGPA is the Cumulative GPA i.e., the GPA of all the papers up to the current semester.

FGPA is the Final GPA i.e., the GPA of all the papers of all the semesters of the Course

I.3: (i) Results under Grading System (where no GP is less than 4 in any paper)

SGPA/CGPA/FGPA	Grade	Meaning
9 – 10	O	Outstanding
8 to less than 9	E	Excellent
7 to less than 8	A	Very Good
6 to less than 7	B	Good
5 to less than 6	C	Average
4 to less than 5	P	Pass

(ii) Where GP is less than 4 in any of the papers, Grade will be F meaning Fail in Semester / Course Results.

(iii) Where a candidate is absent in any of the papers, Grade will be Ab meaning Absent and result of the Semester / Course will be Fail.

Annexure II
MBA (Financial Management) Curriculum
YEAR 1
Semester I

Sr. No.	Paper	Full Marks	Credit
CC1.1	Macroeconomics and Business Environment (50 + 50)	100	4
CC1.2	Managerial Economics	100	4
CC1.3	Principles and Practice of Management and Organisational Behaviour (50 + 50)	100	4
CC1.4	Fundamentals of Accounting	100	4
CC1.5	Direct and Indirect Taxes	100	4
CC1.6	Statistical Techniques for Managerial Decisions	100	4
CC1.7	Management Information System	100	4
CC1.8	Computer Applications in Business	100	4
	Total	800	32

Semester II

Sr. No.	Paper	Full Marks	Credit
CC2.1	Fundamentals of Marketing Management	100	4
CC2.2	Business Regulatory Framework	100	4
CC2.3	Operations Management	100	4
CC2.4	International Business	100	4
CC2.5	Operations Research	100	4
CC2.6	Managerial Accounting	100	4
CC2.7	Financial Management	100	4
CC2.8	Research Methodology and Project Work (50 + 50)	100	4
	Total	800	32

YEAR 2
Semester III

Sr. No.	Paper	Full Marks	Credit
CC3.1	Financial Market	100	4
CC3.2	Strategic Management	100	4
CC3.3	Business Ethics and Corporate Governance (50 + 50)	100	4
CC3.4	Corporate Financial Reporting and Financial Statement Analysis (50 + 50)	100	4
CC3.5	Strategic Cost Management and Investment Analysis (50 + 50)	100	4
CC3.6	International Financial Management	100	4
CC3.7	Security Analysis and Portfolio Management (50 + 50)	100	4
CC3.8	Financial Engineering	100	4
	Total	800	32

Semester IV

Sr. No.	Paper	Full Marks	Credit
DSE4.1	Selected Group Paper 1 (4.1A/4.1B)	100	4
DSE4.2	Selected Group Paper 2 (4.2A/4.2B)	100	4
DSE4.3	Selected Group Paper 3 (4.3A/4.3B)	100	4
DSE4.4	Selected Group Paper 4 (4.4A/4.4B)	100	4
CC4.5	Risk Management: Tools and Applications	100	4
CC4.6 & CC4.7	Dissertation	200	8
CC4.8	Comprehensive Viva	100	4
	Total	800	32

Discipline Specific Elective Groups
Group A (Corporate Finance)

Sr. No.	Paper
DSE4.1A	Indian Financial Institutions and Financial Services
DSE4.2A	Mergers, Acquisitions and Corporate Restructuring
DSE4.3A	Fund Management in Financial Institutions
DSE4.4A	International Accounting

Group B (Banking and Insurance)

Sr. No.	Paper
DSE4.1B	Regulatory Framework for Banking and Insurance Institutions
DSE4.2B	Management of Banking Products and Services
DSE4.3B	Management of Insurance Products and Services
DSE4.4B	Treasury and Forex Management

DETAILED CURRICULA

YEAR - I
Semester I

CC1.1 MACROECONOMICS AND BUSINESS ENVIRONMENT

Objectives

To provide basic knowledge on macroeconomics and business environment and to explain most contemporary problems pertaining to these areas.

Module I

Macroeconomics

1. **Nature and scope:** Basic concept—concept of macroeconomic variables.
2. **Measuring the value of economic activity:** Gross National Product, National Income: its measurement and accounting; Income, Expenditure and Circular Flow; Nominal versus Real GNP—GNP deflator.
3. **National Income:** its production, distribution and allocation; Simple Keynesian Model of equilibrium income determination—Keynesian Cross—Multiplier theory. National Income Accounting in an open economy—Balance of payment accounts.
4. **Commodity Market and Money Market Equilibrium:** IS-LM Model; Effects of Fiscal and Monetary policies.

Module II

Business Environment

1. **Introduction:** Elements of Business Environment: Internal and External—National and International.

2. **Globalisation:** its meaning and nature; World trade pattern during the period of Globalisation
Behaviour of Investment during the period of Globalisation.

Suggested Readings

- Adhikary, M., *Economic Environment of Business*, Sultan Chand & Sons.
- Mankiw, N. G., *Macroeconomics*, CBS Publishers and Distributors.
- Branson, W. H., *Macroeconomic Theory and Policy*, Harper & Row Publishers.
- Richard, T. Froyen, *Macroeconomics : Theories and Policies*, Macmillan Publishing Company.
- BO Sodersten, *International Economics*, Macmillan Press Ltd.
- Mishra and Puri, *Indian Economy*, Himalaya Publishing House.

CC1.2 MANAGERIAL ECONOMICS

Objectives

To impart basic knowledge on the theory of managerial economics and its applications in decision making.

Module I

1. **Nature and scope:** Economic principles and role of managerial enterprise.
2. **Basics of demand and supply:** Derivation of individual demand curve and market demand curve for a commodity—Concept of shifting of demand curve—Derivation of individual and market supply curves for a product—Concept of shifting of the same— Determination of market clearing price of a commodity—Effect of government intervention: tax, subsidy and price control—Concept of elasticity of demand and supply and its measurement— simple quantitative applications.

Module II

1. **Theory of optimization of firm:** Objective of firm—Concept of input—Production function—Choice of optimal input combinations—Output expansion path—Effect of change in input prices on choice of inputs—Concept of different types of cost—Estimation of cost of production—Short-run and long-run cost curves—simple quantitative applications.
2. **Market structure and pricing strategies:** Analysis of competitive market—Choice of optimum output—Short-run and long-run behaviour of profit maximizing firm—Effect of tax on equilibrium price and output. Monopoly: Choice of optimum output by a monopolist. Oligopoly: Characteristics and origin – a simple non-collusive model—Cournot model – simple quantitative applications.

Suggested Readings

- Pindyck, Robert S. and Rubinfeld Daniel L., *Microeconomics*, Prentice Hall of India.
- Koutsoyannis, A., *Modern Microeconomics*, ELBS Publication.
- Dean, J., *Managerial Economics*, Prentice Hall of India.

CC1.3 PRINCIPLES AND PRACTICE OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Objectives

To help acquire the basics of management as a field of study and practice in all types of organisations across its major functions which are universal in nature and to help appreciate the behavioural dimensions of an organisation in the backdrop of complex and dynamic interrelationships among the individuals, groups, the organisation itself and the greater society.

Module I

Principles and Practice of Management

1. **Introduction:** Concept and Definition— Process of Management —Nature—Significance— Management: Science or Art? — Functions of Managers — Managerial Skills and Organizational Hierarchy — Different Approaches
2. **Planning:** Concept and Definition—Nature—Significance—Elements—Premises— Process—Types—Forecasting—MBO—Limitations—Failures
3. **Decision Making:** Concept and Definition—Human Behaviour in Decision Making — Nature—Significance—Process—Types—Bounded Rationality—Tools
4. **Organising:** Concept and Definition—Nature—Significance—Process—Structure Decentralisation of Authority—Delegation of Authority— Departmentation —Span of Management—Line/Staff Authority
5. **Controlling:** Concept and Definition—Nature—Significance—Process— Essentials of an Effective Control System —Types— Major Techniques

Module II

Organisational Behaviour

1. **Introduction:** Concept—contributing disciplines—challenges and opportunities— developing an OB model.
2. **The Individual:** Foundations of Individual behaviour—perception and individual decision making—values, attitudes and job satisfaction—basic motivation concepts and applications
3. **The Group :** Foundations of group behaviour—understanding work teams communication— leadership—power and politics—conflict, negotiation and inter-group behaviour
4. **The Organisation system:** Foundations of organisation structure—work design— organisational culture
5. **Organisational dynamics :** Organisational change—stress management

Suggested Readings

- Koontz and Weirich, *Essentials of Management*, Tata McGraw Hill.
- Massie, *Essentials of Management*, Prentice Hall of India.
- Stoner, Freeman and Gilbert, Jr., *Management*, Prentice Hall of India.
- Robbins, *Organisational Behaviour*, Prentice Hall of India.
- Newstrom and Davis, *Organisational Behavior-Human Behavior at Work*, Tata McGraw Hill.
- Aswathappa, *Organisational Behaviour*, Himalaya Publishing.

CC1.4 FUNDAMENTALS OF ACCOUNTING

Objectives

To provide a basic understanding of the field of accounting and the business environment. Accounting is introduced as the economic information system that supports decision-making. Particular attention is given to provide a conceptual and practical foundation in Financial Accounting so that the students can comprehend well the accounting information and interpret the financial health of the business.

Module I

1. Introduction:

(a) Accounting functions and its changing dimensions :

- Accounting the “language of the business”
- Economic activities of the firm and accounting functions
- Changing dimensions of accounting – accounting as an information system

(b) The Financial Accounting Process:

- Entity assumption, Monetary Assumption, Business Life and Periodicity Assumption, and Going Concern Assumption

(c) Financial Statements:

- A case study of a public limited company (only to give the students an idea about the nature of the product)

2. Basics of Accounting Process:

- Basic Accounting Equation
- Expanded Basic Equation
- Transaction Analysis
- An Account, Principles of Duality, Rules of Debits and Credits and recording process i.e. analysing, journalising, ledger posting and preparation of trial balance.

Module II

1. **Measuring Business Income:** The adjusting entries (Realisation Principle, Expense and Matching Principles).

Classified Financial Statements: Preparation of Profit & Loss Account, Balance Sheet and Cash Flow Statement and a case study (in greater details now).

Income Measurement: Valuation and Depreciation issues. Regulatory framework of corporate financial reporting (including a very brief discussion on some important accounting standards).

2. **Company accounts:** Issues, redemption and forfeiture of shares and debentures, basic formats of profit and loss account and balance sheet as per the Companies Act, 1956; Contents of corporate financial statements and their meaning (*case study of annual reports of a government company and a public limited company*).

Financial statement analysis (profitability, liquidity, solvency, use of assets, capital structure and investment analysis).

Suggested Readings

- Narayanaswamy, R., *Financial Accounting – A Managerial Perspective*, Prentice Hall of India.
- Bhattacharya, A., *Essentials of Financial Accounting*, Prentice Hall of India.

- Bull, R. J., *Accounting in Business*, ELBS.
- Weygandt, Kieso & Kell, *Accounting Principles*, John Wiley & Sons.

CC1.5 DIRECT AND INDIRECT TAXES

Objectives

To provide an understanding of various aspects of direct and indirect taxes and their applications in business situations.

Module I Direct Taxes

1. The Income Tax Act, 1961 (Provisions having bearing on business entities):

Module II Indirect Taxes

1. Goods and Services Tax
2. Customs Duty

Suggested Readings

- Bare Acts.
- Singhania, V. K., *Direct Taxes Law & Practice*, Taxmann.
- Manaharam, T. N., *Direct Tax Laws*, Snowwhite.
- Datey, V. S., *Indirect Taxes Law and Practice*, Taxmann.

CC1.6 STATISTICAL TECHNIQUES FOR MANAGERIAL DECISIONS

Objectives

To provide a detailed understanding of the statistical techniques required for decision-making in business under uncertain dynamic situation.

Module I

1. **Introduction:** Definition of Statistics; Importance and scope of Statistics in business; Limitation of Statistics; Misuses of Statistics.
2. **Collection and Representation of Statistical Data:** Statistical Data; Primary and secondary data; Methods of collection of primary data; Tables; Graphs and charts; Summarization of statistical data; Frequency distribution; Diagrammatic representation of frequency distribution.
3. **Measures of Central Tendency:** Meaning of central tendency; Common measures of central tendency, Properties of measures of central tendencies; Partition values - quartiles, deciles, percentiles.
4. **Measures of Dispersion:** Common measures of absolute dispersion; Comparisons of different absolute measures; properties of measures of dispersions; Measures of relative dispersion.
5. **Moments, Skewness and Kurtosis:** Different types of moments and their relationships; Meaning of skewness and kurtosis; Different measures of skewness and kurtosis.

6. **Correlation and Regression:** Bivariate data; Scatter diagram; Simple correlation coefficient; Simple regression; Properties of correlation and regression; Limitation of simple correlation and regression; Spearman's rank correlation formula; Use of rank correlation.

Module II

1. **Probability Theory:** Meaning of probability; Statement of total probability theorem, conditional probability, compound probability, independent events; Bayes' theorem, Simple problems on probability.
2. **Random Variable and Its Probability Distribution:** Random variable; Probability distribution; Expectation and Variance of a random variable; Binomial, Poisson, Normal and Exponential distributions; Simple problems on probability distributions.
3. **Sampling Theory:** Basic concept of sampling; Sampling and non-sampling errors; Practical methods of selecting random sample; Random and non-random sampling techniques; Sampling distributions (statement only); Sample size decisions; Theory of estimation.
4. **Index Numbers:** Meaning of Index Numbers; Problems in the construction of index numbers; Types of Index Numbers; Different formulae; Base shifting and splicing; Cost of living Index Numbers, Uses of Index Numbers.
5. **Time Series Analysis:** Components of time series; Determination of trend by semi average, moving average and least squares methods - linear, quadratic and exponential trend; Measurement of seasonal variation by simple average, ratio to moving average and trend-ratio methods; Simple forecasting through time series data.

Suggested Readings

- Das, N. G. and Das, J. K., *Business Mathematics and Statistics*, Tata McGraw Hill
- Das, J. K., *Statistics for Business Decisions*, Academic Publishers
- Aczel, A.D. and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill.
- Anderson, D. R., D. J. Sweeney and T. A. Williams, *Statistics for Business and Economics*, Thomson Asia Pvt Ltd.
- Beri, G.C. *Business Statistics*, Tata McGraw Hil
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan.
- Levin R. I., and D.S. Rubin, *Statistics for Management*, Prentice Hall.
- Makridakis, S., S. C. Wheelwright and R. J. Hyndman, *Forecasting Methods and Applications*.
- Gupta, S. C., *Fundamentals of Statistics*, Himalaya Publishing House.
- Sharma, J.K., *Business Statistics*, Pearson Education

CC1.7 MANAGEMENT INFORMATION SYSTEM

Objectives

To provide an understanding of the relevant areas of management information system and information system technologies and their applications in system development.

Module I

1. **Introduction:** Concepts of System, Properties and Types of Systems - Information System as a system, characteristics, levels - Operating Elements of a computer based Information System (CBIS), Evolution of CBIS, Scope of CBIS, types of CBIS.

2. **Management Information Systems in Organisations:** Relationships between organizations and information system—a two way relationship—Transaction Processing Systems (with special reference to accounting and financial information systems)— Management Information and Reporting Systems— Decision Support Systems (DSS) and Group DSS— Executive Support System—Expert Systems and Artificial Intelligence— Information System Development Life Cycle Model.
3. **Business Process Reengineering and Enterprise Resource Planning:** The impact of Information Technology – How organizations are reengineering work? – The Process of Reengineering work— Organisational impact of reengineering – Information Technology and Business Process Redesign – Management challenges in Business Process Redesign – ERP and competitive advantage – Business Modelling of ERP.

Module II

1. **Database Management Systems and Networking :** Database concepts – Database Management Systems (DBMS)—Components of DBMS, the Database Administrator – Database Models – Advantages and Problems of DBMS – Networking concepts—Common Network components, Network topologies, Network Types, Network concerns for managers.
2. **E-Commerce:** The Strategic Impact of the Internet – Electronic Business and Electronic Commerce— E-Commerce Technology – Electronic Data Interchange (EDI) – Intranets and Extranets—the Internet, e-commerce Security and Regulations – Supply Chain Management- B-to-B, B-to-C transactions.
3. **Information Systems Control and Security :** Evaluation of Information Systems using cost-benefit analysis – Information Systems Audit – Nature and Types of Computer Crimes –Ethical and social issues relating to information system – Ethics for an information society.

Suggested Readings

- Schultheis, R. and Sumner, M., *Management Information Systems : The Manager's View*, Tata McGraw Hill.
- Laudon, K. C. and Laudon, J. P., *Management Information Systems : Organisation and Technology*, Prentice Hall of India.
- Basandra, S. K., *Management Information Systems*, Wheeler.
- Murthy, C. S., *Management Information Systems : Text and Applications*, Himalaya Publishing.
- Parker, C. and Case, T., *Management Information Systems : Strategy and Actions*, Mitchel—McGraw Hill.
- O'Brien, J. A., *Management Information Systems : A Managerial End-User Perspective*, Galgotia Publications

CC1.8 COMPUTER APPLICATIONS IN BUSINESS

Objectives

To help acquire the basics of modern information technology and its applications in all types of business organizations. Special attention is given to provide students with practical exposures on various areas of accounting and finance through some software packages.

Module I

1. **Computer Based Business Applications:** Introduction and working with MS-Word in MS-Office – Working with EXCEL – Creating Presentation with Power Point, Sound effect and Animation effect.
2. **Understanding Major Functional Systems:** Marketing & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Human Resource Systems, Inventory Systems ; their sub-systems, description and organizational levels.
3. **Enterprise Applications:** Enterprise Systems Overview, Supply Chain Management, Customer Relationship Management & Knowledge Management.

Module II

1. **Development of Computer Based Business Applications:** Systems Analysis Techniques - Decision Tree, Decision Table, Data Flow Diagram System, Flow Charts, State Transition Diagrams (STDs) - Design Techniques: Database Design, User Interface Design
2. **Introduction to Accounting Packages:** Preparation of vouchers, Invoice – Maintenance of Inventory and accounting records - Application of Duty and taxes - payroll processing and accounting - Preparation of Financial Reports - use of analytical tools – Preparation of Basic MIS Reports
3. **Project Work:** Statistical and Basic Financial analysis with Spread-sheet Application, Developing a business application. (Using MS-Access/Visual Basic) with adequate Laboratory Sessions.

Suggested Readings

- Turban, Aronson, *Decision Support System & Intelligent System*, Pearson.
- Jaiswal, *Management Information Systems*, Oxford University Press.
- Alter, *Information Systems, Foundation of E - Business*, Pearson.
- Blanc, *Computer Application for the New Millennium*, Vikas Publishing.

Semester II

CC2.1 FUNDAMENTALS OF MARKETING MANAGEMENT

Objectives

To provide an understanding of the basic concepts of marketing and their operational implications in the business world.

Module I

1. **Introduction:** Background & concepts – company orientation toward the market place – how marketing practices are changing in the new economy – defining and delivering customer value and satisfaction — attracting and retaining customers, consumerism.
2. **Market-oriented Strategic Planning:** Scanning the marketing environment – analyzing consumer markets and buyer behaviour – analysing business markets and business buying behaviour – dealing with competition – identifying market segments and selecting target markets, concept of marketing mix.
3. **Positioning and Differentiating the Market Offering through the Product Life Cycle:** Developing new market offerings, new product adoption and diffusion process – designing global market offerings.

Module II

1. **Setting the Product and Branding Strategy:** Designing and managing services with special reference to financial services – developing price strategies and programmes.
2. **Designing and Managing Marketing Channels:** Managing retailing, wholesaling and market logistics – managing advertising, sales promotion, public relations and direct marketing – managing the sales force.

Suggested Readings

- Kotler, *Marketing Management*, Prentice Hall of India.
- Kotler and Armstrong, *Principles of Marketing*, Prentice Hall of India.
- Neelamegham, *Marketing in India : Cases and Readings*, Vikas Publishing.
- Ramaswamy and Namakumari, *Marketing Management : Planning, Implementation and Control –The Indian Context*, Macmillan India.
- Saxena, R., *Marketing Management in Indian Context*, Tata McGraw Hill.
- Srinivasan, *Case Studies in Marketing : The Indian Context*, Prentice Hall of India.

CC2.2 BUSINESS REGULATORY FRAMEWORK

Objectives

To help acquire basic knowledge of some pieces of legislation which constitute the regulatory framework of business.

Module I

1. **Indian Contract Act, 1872:** Meaning of contract – essentials of a valid contract – offer and acceptance – capacity to contract – consent and free consent – consideration– unlawful consideration and object – void and voidable agreements – contingent contracts– quasi contracts – performance of contracts – different modes of discharge of contracts– remedies for breach of contracts – contract of guarantee – contract of indemnity –contract of agency.
2. **Sale of Goods Act, 1930:** Meaning of sale – essentials of a contract of sale – goods and their classification – meaning of price – conditions and warranties – doctrine of caveat emptor stipulation as to time – passing of property in goods – transfer of title by non-owners – performance of a contract of sale of goods – unpaid seller and his rights – remedies for a breach of contract – sale by auction.
3. **Negotiable Instruments Act, 1881:** Meaning of a negotiable instrument – concepts and explanations of some important terms – promissory notes and bill of exchange – cheques – holder and holder in due course – negotiation of a negotiable instrument – presentation – dishonour – liabilities of various parties to instrument – discharge of negotiable instruments – crossing and marking of cheques – the paying banker – the collecting banker.
4. **Banking Regulation Act, 1949**
5. (a) **Insurance Act, 1938:** Meaning of insurance – major principles of insurance – some important concepts and explanations of some important terms.
(b) **Insurance Regulatory and Development Authority Act, 1999.**

Module II

1. **The Companies Act, 2013 :** Incorporation and commencement of business – classification of companies – issue of shares/debentures – borrowing power – redemption and buy-back of shares – meeting – accounts – audit – board of directors – different types of winding up.
2. **The Competition Act, 2002:** Concepts and explanations of some important terms – establishment, composition and powers of Competition Commission of India – competition advocacy – powers of Central Government to grant exemption, to issue direction and to supersede Competition Commission of India.
3. **Consumer Protection Act, 1986:** Objectives and scope of the Act – concepts and explanations of some important terms – rights of consumers – nature and scope of remedies available to consumers.

4. **Information Technology Act, 2000** : Objectives and scope of the Act – concepts and explanations of some important terms – digital signature – electronic governance – secure electronic records and secure digital signatures – regulation of certifying authorities – duties of subscribers – Cyber Regulations Appellate Tribunal – offences – network service providers.

Suggested Readings

- *Corporate Laws*, Taxmann.
- *Corporate Laws*, Bharat Law House
- Majumdar, A K. and Kapoor, G. K., *Company Law & Practice*, Taxmann.
- Chakraborty, A. M., *Company Law*, Taxmann.
- Tulsian, P. C., *Business Laws*, Tata McGraw Hill.
- Gulshan, S. S., *Mercantile Law*, Excel Books.
- Sen A. K. and J. K. Mitra, *Commercial and Industrial Law*, World Press.
- Kapoor, N. D., *Mercantile Laws*, Sultan Chand.
- Bhattacharyya N, *General Principles of Contract*

CC2.3 OPERATIONS MANAGEMENT

Objectives

To help acquire the fundamentals of production and operations management in modern enterprises.

Module I

1. Nature and scope of production and operations management.
2. Types of manufacturing systems and layouts.
3. Workshop layout planning and analysis.
4. Material handling principles, materials management, purchase management and stores management.
5. Inventory control: Static and dynamic economic order quantity models.

Module II

1. Production planning and control: (a) in Mass Production, (b) in Batch/Job order production.
2. Capacity planning.
3. Process planning: aggregate planning, scheduling, sequencing, maintenance management concepts, work study, method study, work measurement.
4. Work environment – industrial safety and safety management.
5. Quality control, total quality management, concept of six sigma, ISO 9000 series.

Suggested Readings

- Adam, E. E. & Ebert, R. J., *Production and Operations Management*, Prentice Hall of India.
- Amrine Harold T., et. at., *Manufacturing Organization and Management*, Prentice Hall Inc.
- Buffa, E. S., *Modern Production Management*, John Wiley.
- Chary, S. N., *Production and Operations Management*, Tata McGraw Hill.
- Dilworth, James B., *Operations Management: Design, Planning and Control for Manufacturing & Service*, McGraw Hill.
- Moore, F. G. and Hendirck, T. E., *Production/Operations Management*, Richard D. Irwin. Dobler,
- Donald W. and Lee, *Lamer, Purchasing and Materials Management*, McGraw Hill.

CC2.4 INTERNATIONAL BUSINESS

Objectives

To provide an understanding of the fundamental of international business by focusing specifically on the international business environment, the multinational enterprise, and the strategies, structures, cultures as well as the various functions involved in international business.

Module I

1. **Introduction:** Definition; international vs. domestic business—national differences in political economy and culture; growth of international business—direct and indirect methods; globalization—scenarios, perspectives, levels, drivers; internationalization vs. globalization.
2. **The Global Trade and Investment Environment:** International trade theories; the political economy of international trade; foreign direct investment; regional economic integration.
3. **The Multinational Corporation (MNC):** Definition; advantages and disadvantages to host country—Dunning's OLI framework; MNCs and international trade; MNCs in India.
4. **The International Financial System:** Bretton Woods Conference and afterwards; Exchange rate systems at present; The International Monetary Fund (IMF); The European Monetary System (EMS); Economic and Monetary Union (EMU).

Module II

1. **The Strategy and Organization of International Business:** Strategy in international business—motivation and pressures in internationalization, the global firm as a value chain, internationalization strategies; organization of international business—structure, control systems, and culture.
2. **Market Entry Strategy:** Entry objectives; scale of entry; timing of entry; modes of entry.
3. **International Business Operations:** Global manufacturing; global marketing; global human resource management; global business citizenship.
4. **Management of Global Projects:** Fundamentals of global project / management; Challenges in managing global projects; impact of cultural diversity on global projects; concept of key account management

Suggested Readings

- Hill, C., and Jain, A., *International Business*, Tata McGraw Hill.
- Cherunilam, F., *International Business, Text and Cases*, Prentice Hall of India.
- Aswathappa, *International Business*, Tata McGraw Hill.
- Rugman and Hodgetts, *International Business: A Strategic Management Approach*, Pearson.
- Sundaram and Black, *International Business Environment, Text and Cases*, Prentice Hall of India.

CC2.5 OPERATIONS RESEARCH

Objectives

To acquaint the students with the concepts of quantitative decision making techniques by way of modeling real world business problems, developing appropriate solution techniques to these models and utilizing these models to aid in the managerial decision making process.

Module I

1. **Introduction:** Overview of Operations Research; Its applications and methodology.

2. **Linear Programming:** Introduction to linear programming; Problem formulation; Graphical solutions; Simplex method and its applications; Big-M method; Sensitivity analysis; Duality in linear programming.
3. **Transportation Problem:** Transportation Model; Linear programming explanation of transportation problem; Variations of transportation problem; Transshipment problem.
4. **Assignment Problem:** Assignment Model; Linear programming explanation of assignment problem; Variations of Assignment problem; Travelling salesman problem.
5. **Theory of Games:** Two person zero-sum games; Pay-off matrix; Saddle point; Solution of pure and mixed strategy games; Algebraic method; Graphical method; Dominance rule; Linear programming method.

Module II

1. **Simulation:** Process of simulation; Monte Carlo Simulation; Formulation and application in business decisions.
2. **Network Analysis:** Net work diagram; Time estimate for activity; programme evaluation and review technique; Critical path method; Network crashing.
3. **Replacement Decision:** Replacement of items that deteriorate with time - with constant and changing money value; Replacement of items that fail completely; Individual and group replacement.
4. **Queuing Model:** Elements of a queuing model; Role of Poisson and Exponential distribution; Single server and multiple server models.
5. **Decision Theory:** Decision Making under Uncertainty; Decision making under risk- Expectation Principle, Decision Tree, Bayesian decision rule; Utility Theory.

Suggested Readings

- Taha, H., *Operations Research*, Prentice Hall of India.
- Kasana, H.S. and Kumar, K.D., *Introductory Operations Research—Theory and Applications*, Springer
- Kalavathy, S., *Operations Research*, Vikas Publishing
- Gupta, P.K., and Hira, D.S., *Problems in Operations Research*, S Chand and Co.
- Sharma, J. K., *Operations Research: Theory and Applications*, Macmillan.
- Phillips, D.T., Ravindran, A., and Soleberg, J., *Operations Research Principles and Practice*, John Wiley and Sons.
- Hillier, F. S. and Lieberman G. J., *Introduction to Operations Research*, Tata McGraw Hill.
- Vohra, N. D., *Quantitative Techniques in Management*, Tata McGraw Hill.
- Anderson, D. R., Sweeny, D. J., and William, T. A., *An Introduction to Management Science: Quantitative Approach to Decision Making*, Thompson Asia Pvt. Ltd.

CC2.6 MANAGERIAL ACCOUNTING

Objectives

To provide students with a conceptual and practical foundation in Cost and Management Accounting and to develop skills for applying this understanding in business situations in order to make informed decisions.

Module I

1. **Introduction:** Development of Cost and Management Accounting to satisfy the internal needs of management for information for decision making – functions of various branches of Accounting and their interrelationship – Accounting as an information system – relevant data for decision making.
2. **Cost Concepts, Cost Accumulation and Profit Measurement:** Analysis and classification of costs – Material, Labour and Overhead; Costing Methods: Job Costing, Process Costing.
3. **Cost Allocation:** (a) Volume-based cost allocation, (b) Activity-based cost allocation; use of ABC system for cost management and profitability improvement.
4. **Marginal Costing and Managerial Decisions:** Concept and its application in Cost- Volume-Profit (CVP) analysis and managerial decision-making.

Module II

1. **Management Control Systems:** Standard Costing and Variance Analysis - definition, objectives, advantages and limitations of standard costing – standard costing vs. budgetary control – analysis and interpretation of variances – reconciliation of budgeted and actual profit; Budgetary control - functional budgets – master budget – flexible budgets.
2. **Performance Measurement and Responsibility Accounting:** Return on Investment– Residual Income – Economic Value Added – Balanced Scorecard – Concept of responsibility centre - responsibility accounting and reporting.
3. **Transfer Pricing:** Need – principles – different methods and their applicability.

Suggested Readings

- Banerjee, B., *Cost Accounting: Theory and Practice*, Prentice Hall of India.
- Banerjee, B., *Financial Policy and Management Accounting*, Prentice Hall of India.
- Drury, C., *Management and Cost Accounting*, Chapman & Hall.
- Horngren, *Foster and Datar, Cost Accounting - A Managerial Emphasis*, Prentice Hall of India.
- Hilton, R. W., *Managerial Accounting - Creating Value in a Dynamic Business Environment*, Tata McGraw Hill.
- Saxena and Vashist, *Advanced Cost and Management Accounting*, Sultan Chand & Sons.

CC2.7 FINANCIAL MANAGEMENT

Objectives

To provide a conceptual understanding of the important functions of financial management and their applications under various constraints.

Module I

1. **Introduction:** Concept of finance – meaning of financial management—functions of financial management and objectives of the firm – organization of the finance functions – financial

environment – concepts of time value of money, future value and present value – risk-return relationship.

2. **Cost of capital:** Need for finance and various sources of finance – concept of cost of capital – relevance of cost of capital – specific or explicit costs – overall cost.
3. **Leverage Analysis:** Meaning of operating and financial leverages – operating leverage and cost-volume-profit analysis – degree of operating and financial leverages – combined leverage – selection of financing alternatives through EBIT-EPS analysis – indifference point.

Module II

1. **Capital structure theories and dividend policy:** Capital structure and its perimeter – distinction between financial structure and capital structure – classification of capital structure – concept of optimum capital structure – theories of capital structure – capital structure planning – meaning and classifications of dividend – dividend policies – formulating a dividend policy – various dividend theories.
2. **Investment Decisions:**
 - a) **Working capital management:** Nature and meaning of working capital – various concepts– liquidity – profitability tangle in deciding about the optimum level of current assets – determinants of working capital – forecasting working capital requirement for a trading and a manufacturing concern – alternative strategies of financing working capital requirement – management of components of working capital – objectives of inventory management – ingredients of a good inventory policy – traditional vs. scientific inventory management techniques – issues in debtors’ management – effect of extended credit period or cash discount on the size or level of debtors – meaning of cash and motives for holding cash- synchronising cash inflows and outflows in cash management.
 - b) **Capital Budgeting:** Importance of capital budgeting decision – types of decision and evaluation techniques.

Suggested Readings

- Banerjee, B., *Financial Policy and Management Accounting*, Prentice Hall of India.
- Sana, Biswas, Sarkar and Das, *Financial Management*, McGraw Hill
- Van Horne and Wachowicz, *Fundamentals of Financial Management*,
- Pearson. Chandra, P., *Financial Management – Theory and Practice*, Tata McGraw Hill.
- Hampton, J.J., *Financial Decision Making*, Prentice Hall of India.

CC2.8 RESEARCH METHODOLOGY AND PROJECT WORK

Research Methodology

Objectives

Adoption of appropriate methodology is an essential characteristic of quality research. This paper will adequately equip students with research tools and enable to handle business research with the art of using research methods and techniques competently.

1. **Introduction:** Meaning of research; Objective of research; Types of research.
2. **Problem Formulation and Research Design:** Broad problem area; Literature survey; Problem formulation; Hypothesis development; Research design.

3. **Scaling Techniques and Questionnaire Design :** Types of scale; Rating scales; Ranking scales; Scales for stimuli; Scales for respondents; Scales for both stimuli and respondents; Type of questionnaires; Questionnaire design; Checklist in questionnaire construction.
4. **Test of Hypotheses:** Basic concepts of hypothesis testing; Small sample and large sample tests; Tests based on Z, t, Chi-square and F statistic; Confidence intervals; Non- parametric tests.
5. **Analysis of Variance:** Analysis of one-way classified data; Analysis of two way classified data with one observation per cell.
6. **Multiple Regression Analysis:** Multiple linear regression model; Multiple and partial correlations; Multicollinearity, Heteroscedasticity, Autocorrelation etc. in regression.
7. **Report Preparation and Presentation:** The research proposal; Characteristic of a well written report; Report format; Report presentation.

Suggested Readings

- Das, N. G. and Das, J. K., *Business Mathematics and Statistics*, Tata McGraw Hill
- Das, J. K., *Statistics for Business Decisions*, Academic Publishers
- Kothari, C. R., *Research Methodology*, New Age International Ltd.
- Maddala, G. S. and Lahiri, K., *Introduction to Econometrics*, John Wiley and Sons
- Murthy, S. N. and Bhojanna, U., *Business Research Methods*, Excel Books
- Nargundkar, R., *Marketing Research—Text and Cases*, Tata McGraw Hill.
- Panneerselvam, R., *Research Methodology*, Prentice Hall of India.
- Sekharan, U., *Research Methods for Business*, John Wiley and Sons.

Project Work

Project work on different areas pertaining to the course will have to be done by the students in consultation with the faculty members within the time schedule specified by the Department.

YEAR - II

Semester III

CC3.1 FINANCIAL MARKETS

Objectives

To provide a comprehensive understanding of the theories and operations of financial markets

Module— I

1. **Global Economy and the Financial System:** Introduction-Channels of Savings and Investment—Functions Performed by Global Financial System - Types of Financial Markets in the Global Financial System- Evolution of Indian Financial System.
2. **Money Market – An Overview:** Evolution, Characteristics, Money Market and Economy; Relationship between Banks and the Money Market; Features of a Developed Money Market—Importance of Money market— Money Market Participants – Defects of Money Market - Recent Developments - Leading Money Market Centres in the world.

3. **Composition of Money Market:** Call Money Market – Treasury Bills Market – Commercial Paper Market – Certificates of Deposit Market – Commercial Bills Market – Repo Market – Inter-bank Market – Discount Market
4. **Government Securities Market and Debt Market:** Nature and Organisation of the Government Securities Market- Ownership and Maturity Pattern – Prices and Yields –Private Corporate Debt Market – Public Sector Undertaking Bond Market.

Module— II

1. **An Overview of Capital Market:** Introduction— market regulations governing capital markets in India —money market and capital market—primary and secondary markets— capital market reforms in India.
2. **Primary Capital Market Operations:** Introduction—issue of securities: public issues (IPOs & FPOs, fresh issue of securities & offer for sale), rights issue, bonus issue, private placement (preferential allotment, qualified institutional placement & institutional placement programme), ADRs, GDRs, IDRs —categories of investors: retail individual investors (RIIs), non-institutional investors (NIIs), and qualified institutional buyers (QIBs) including anchor investors —public issue mechanism: fixed price, book building and pure auction mechanism — book building mechanism: book-building process and role of various intermediaries including merchant bankers , deciding upon the price band, determining cut-off price, red herring prospectus, allotment process through 100 per cent book-building process, application supported by blocked amount (ASBA) procedure —IPO grading process in India—green shoe option operation in public issues — SEBI (ICDR) Regulations, 2009— recent trends in Indian primary capital market.
3. **Secondary Capital Market Operations:** Introduction—an overview of leading stock exchanges: NSE, BSE and OTCEI, —SME exchanges— listing of securities at the stock exchanges and SEBI (LODR) Regulations, 2015—demat account and freezing of demat account —de-materialization and re-materialization process of securities —stock exchange online trading through depository system—trading and settlement of securities under the depository system: off-market transaction, settlement of market transaction, and transmission of securities—rolling settlement cycles— basics of stock market indices: S&P BSE Sensex 30, S&P CNX Nifty —Recent trends in Indian stock markets.
4. **Primary Market and Secondary Market Intermediaries :** Introduction— role and functions of **Intermediaries:** Merchant Bankers; Stock Brokers; Sub-Brokers; Syndicate Members; Underwriters; Bankers to an Issue; Registrars; Portfolio Managers; Depositories; Depository Participants; clearing corporation/house; FPIs; Registrar and Transfer Agent; Custodians; Credit Rating Agencies; Investment Adviser.

Suggested Readings

- Saha, S.S, *Indian Financial System and Markets*, McGraw-Hill Education (India) Pvt. Ltd. ., 3rd reprint, New Delhi.
- Saha, S.S, *Merchant Banking and Financial Services*, Scholar's Press, Germany.

- Saha, S.S, *Capital Markets and Securities Laws*, Taxmann Publications Pvt. Ltd., 2nd ed., New Delhi.
- Pathatak, B.V, *Indian Financial System*, Pearson Education, New Delhi.
- Bhole,L.M, *Financial Markets and Institutions*, New Delhi.
- Khan, M.Y, *Indian Financial System*, McGraw-Hill Education (India) Pvt. Ltd., New Delhi.
- Khon,M, *Financial Institutions and Markets*, McGraw-Hill Education (India) Pvt. Ltd., New Delhi
- Machiraju, H.R, *Merchant Banking*, Vikash Publishing, New Delhi,
- Fabozzi, Modigliani, Jones and Ferri, *Foundations of Financial Markets and Institutions Markets*, Pearson Education, New Delhi.
- Mandura Jeff , *Financial Markets & Institutions*, West Publishing Company, New York.
- Avadhani, V.A., *Investment and securities Markets in India*, Himalaya Publishing, New Delhi.
- Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education , New Delhi.
- RBI Guidelines and SEBI Regulations

CC3.2 STRATEGIC MANAGEMENT

Objectives

To provide an understanding of the analysis, design and implementation aspects of strategic management within a business context, and to demonstrate the application of key ideas and tools in the domain of finance.

Module I

1. **Introduction:** The nature of strategy and strategic decisions; the vocabulary of strategy; levels of strategy; an overview of the strategic management process; the strategy lens.
2. **The Strategic Position—the Environment:** The macro-environment; industries and sectors; organizational fields; markets; opportunities and threats.
3. **The Strategic Position—Strategic Capability:** The roots of strategic capability; critical success factors (CSFs); resources and competences; the Value Chain; benchmarking for outperforming competitors.

Module II

1. **Corporate-level Strategy:** The rationale of the corporate parent; the corporate portfolio; the extent of corporate diversity.
2. **Business-level Strategy:** The bases of competitive advantage—the strategy clock; sustaining competitive advantage; competition and collaboration.
3. **Functional Strategies:** Financing strategy; marketing strategy; R&D strategy.
4. **Strategy Implementation:** Managing strategic change—tools and managerial styles; strategic leadership.

Suggested Readings

- Budihraja, S. B. and Athreya, M. B., *Cases in Strategic Management*, Tata McGraw Hill.

- Cherunilam, F., *Strategic Management*, Himalaya Publishing.
- Johnson, G. and Scholes, K., *Exploring Corporate Strategy : Text and Cases*, Prentice Hall of India.
- Porter, M. E., *Competitive Strategy*, Free Press.
- Thompson, A. A. and Strickland, A. J., *Strategic Management*, Irwin-McGraw Hill.
- Mintzberg, H. and Quinn, J. B., *The Strategy Process*, Prentice Hall of India.

CC3.3 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives

To develop sensibility among students about the core concepts and emerging issues in business ethics and corporate governance, and to encourage them to apply the insights gained to various complex real-world dilemmas within the field of finance.

Module – I Business Ethics

- **Introducing Business Ethics:** The need for and nature of business ethics—ethics versus law, morality, economics, religion; the relationship between business ethics, corporate governance and business leadership; human moral development—masculine and feminine perspectives; levels of ethical analysis; concept of corporate integrity; characteristics of ethically driven business enterprises
- **Contextualizing Business Ethics:** Concept of stakeholder and stakeholder salience; Stakeholder Theory of the Firm-various forms; Corporate Social Responsibility (CSR)—need and significance, Carroll’s CSR Pyramid; strategic CSR—traditional and contemporary approach; corporate citizenship and sustainable development—stakeholder thinking in a global context
- **Evaluating Business Ethics:** Ethical decision-making—Ethical dilemma versus ethical issue, characteristics of ethical dilemmas, stages in ethical decision-making, individual and situational factors influencing ethical decision-making; Ethical reasoning approaches—the teleological approach, the deontological approach, the virtue ethics approach, the systems development approach; ethical universalism, ethical relativism and ethical pluralism.
- **Managing Business Ethics:** Concept of ethical risk and need for business ethics management; components of business ethics management; different approaches to managing business ethics; the ethics of financial markets; concept of socially responsible investment.

Module – II Corporate Governance

- **Introduction:** Governance-Public Governance System-Corporate Governance System-Comparison between them-Definitions of Corporate Governance- Emergence of the Corporate Sector and Need for Corporate Governance- Governance and Management-Good Corporate Governance

- **Theories in Corporate Governance:** Agency Theory-Concepts and Core Principles-Problems or Criticisms-Mechanism to Reduce Agency Cost; Stakeholder Theory-Concept and Core Principles-Criticisms
- **Corporate Mis-governance:** Some Recent Examples - Factors Responsible for Such Mis-governance - Lessons from them-Global Initiatives and Reforms (Some Examples)
- **Legal and Regulatory Framework of Corporate Governance:** Principal Provisions of the Companies Act, 2013 with Respect to Improve Quality of Corporate Governance-Audit Committee and its Role as per the Companies Act, 2013 -SEBI (LODR) Regulations, 2015 (with latest amendment)

Suggested Readings

Business Ethics

- Boatright, J. R., *Ethics and the Conduct of Business*, Pearson Education.
- Crane, A. And Matten, D. *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*; Oxford University Press.
- Petrick, J.A and Quinn, J.F., *Management Ethics: Integrity at Work*, Response Books.
- Trevino, L.K. and Nelson, K.A. *Managing Business Ethics*; John Wiley and Sons
- Velasquez, M. G., *Business Ethics: Concepts and Cases*, Prentice Hall of India.
- Werther, W. and Chandler, D. *Strategic Corporate Social Responsibility*; Sage South Asia Edition.

Corporate Governance

- A.C. Fernando, *Corporate Governance: Principles, Policies and Practices*, Pearson Education India
- Robert A. G. Monks and Nell Minow, *Corporate Governance*, Wiley.
- Darryl Reed and Sanjay Mukherjee, *Corporate Governance, Economic Reforms and Development*, Oxford University Press
- P. Chattopadhyay, *Corporate Mis-governance*, IAA Research Foundation.
- Bob Tricker, *Corporate Governance: Principles, Policies and Practices*, Oxford University Press
- Swami (Dr.) Parthasarathy, *Corporate Governance: Principles, Mechanism and Practices*, Biztantra (Wiley)

CC3.4 CORPORATE FINANCIALREPORTING AND FINANCIALSTATEMENTANALYSIS

Objectives

To provide an understanding of the contemporary corporate financial reporting theories and practices and developing necessary skills for analysing and interpreting the financial statement information for different user groups.

Module I: Corporate Financial Reporting

1. **Introduction:** Objectives of corporate financial reporting – Users of external financial reports – Structure of external financial reports – Generally accepted accounting principles (GAAP) – Importance of high quality financial reporting – Emerging trends in corporate financial reporting.

2. **Corporate Financial Reporting in India:** Corporate legislation – Professional regulation – Role of Government and other agencies.
3. **Preparation and presentation of Company Final Accounts:** Profit and loss statement– Balance sheet – Cash flow statement.
4. **Consolidated Accounts:** Meaning and importance of consolidation – Provisions of Ind AS 27 - Preparation of consolidated balance sheet and consolidated profit and loss statement.
5. **Segment Reporting:** Basic concept of segment reporting – benefits of segment reporting – segment reporting practices in India.

Module II: Financial Statement Analysis

1. **Introduction :** Meaning and objective of financial statement analysis – origin of financial statement analysis – Demand for and supply of financial statement, information – sources of financial statement information – costs of financial statements – traditional approach versus new approach to financial statement analysis.
2. **Tools and Types of Financial Statement Analysis:** Tools of FSA - Accounting ratios and statistical measures; Types of FSA - Horizontal or trend analysis, vertical analysis or common size statements; Bench marks for comparison.
3. **Profitability analysis:** Application of accounting ratios for measuring profitability – concept of economic value added – inter-firm and inter-period comparison of profitability.
4. **Analysis of growth and sustainable earnings:** The meaning of growth – the analysis of changes in operation – Operating Leverage – Analysis of changes in financing – the analysis of growth in investments – Analysis of sustainable earnings.
5. **Analysis of Liquidity and Solvency:** Measurement of liquidity and solvency by application of ratios – liquidity of inventory – Inventory turnover ratio – Different approaches to calculate inventory turnover – Liquidity of debtors – debtors turnover and velocity - Liquidity and distribution of current Assets.
6. **Analysis of Cash Flow Statement:** Importance of analysis of cash flow statement – Interpretation of cash flow statement.

Suggested Readings

- Banerjee, B., *Regulation of Corporate Accounting and Reporting in India*, World Press (P) Ltd.
- Lal, J., *Corporate Financial Reporting Theory and Practice*, Taxmann Allied Services Pvt. Ltd.
- Chakraborty, H., *Advanced Accountancy*, Oxford University Press.
- Lev, B., *Financial Statement Analysis : A New Approach*, Prentice Hall of India.
- White, Sondhi and Fried, *The Analysis and Use of Financial Statements*, John Wiley & Sons.
- Foster, G., *Financial Statement Analysis*, Prentice Hall of India.
- Banerjee, B., *Financial Policy and Management Accounting*, Prentice Hall of India.

CC3.5 STRATEGIC COST MANAGEMENT AND INVESTMENT ANALYSIS

Objectives

To help understand the basic and complex issues in cost management and investment analysis and their applications in strategic decisions.

Module I: Strategic Cost Management

1. **Introduction:** Importance, the survival triplex: cost, quality and functionality – Factors affecting strategic decision making - Strategic cost analysis and competitive advantage - Tools of strategic cost analysis - Strategic management accounting and competitive position analysis.
2. **Life Cycle Costing:** Characteristics of product life cycle - Phases in product life cycle - Life cycle cost - Life cycle costing as an aid to managerial decision making - Life cycle budgeting - Developing life cycle reports - Life cycle costing and Management control - Life cycle costing and investment appraisal.
3. **Target Costing:** Major themes in Target Costing - Cost-plus pricing and Target Pricing - Target Costing and Traditional Costing - Implementation of Target Pricing and Target Costing - Problems with Target Costing - Impact of Target Costing on profitability - Implementing Target Costing System - Management role in Target Costing environment.
4. **Value Chain Analysis:** The Value Chain (VC) - VCA and Traditional Cost Management - VC concepts and Value-added Concepts - Competitive advantages and value chain - Assigning costs and assets to value activities - Determining the value of an activity – Value creation - Cost behaviour.
5. **Quality Costing:** Cost of Quality - Types of Quality Costs - Quality Cost Management.

Module II: Investment Analysis

1. **Introduction:** Importance - Objectives - Different types of investment - Steps in investment decisions - Important facets of investment analysis (Market, Technical, Financial, Economic and Ecological).
2. **Techniques of Financial Evaluation:** Estimation of costs and benefits - Concepts of time value of money - Concepts and application of non-discounted and discounted cash flow techniques - NPV vs. IRR - Investment decision under capital rationing.
3. **Risk Analysis of Investment Decision:** Concepts and importance - Different techniques and their applications.
4. **Sensitivity Analysis:** Concepts and applications.

Suggested Readings

- Basu, Banerjee & Dandapat, *Strategic Cost Management*, University of Calcutta.
- John K. Shank, *Cases in Cost Management : A Strategic Emphasis*, South-Western Publishing,
- Thompson Learning.
- Horngren, Foster and Datar, *Cost Accounting : A Managerial Emphasis*, Prentice Hall of India.
- Drury, G., *Management and Cost Accounting*, Chapman Hall.
- Banerjee, B., *Financial Policy and Management Accounting*, Prentice Hall of India.
- Chandra, P., *Project Management*, Tata McGraw Hill.
- Van Horne, *Financial Management and Policy*, Prentice Hall of India.
- Clark James Francis, *Investment Analysis and Management*, McGraw Hill.

CC3.6 INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

To help understand the conceptual issues in the wider field of international finance and their implications from the operational point of view.

Module I

1. **International Dimensions of Financial Management:** The Emergence of the MNC- The Nature of the MNC - Objectives of the Firm and Risk Management - Domestic Financial Management and International Financial Management.

2. The Foreign Exchange Market:

- a) The Spot Market: Quotations in the Spot Market - (Direct and Indirect, European and American, Bid-ask Rate and Bid-ask Spread, Cross Rate) - Currency Arbitrage (Two-point Arbitrage and Three-point Arbitrage, with and without Transaction Costs).
 - b) The Forward Market: Quotations in the Forward Market.
 - c) Currency Futures: Difference between Forwards and Futures.
 - d) Currency Options: Different types of Currency Options.
 - e) Swaps: Currency Swaps and Interest Rate Swaps.
3. **Parity Conditions in International Finance:** Types of Parity Relationships – The Equilibrium Framework - Purchasing Power Parity - Unbiased Forward Rate (URF) – The Fisher Effect - Interest Rate Parity - International Fisher Effect.

Module II

1. **Foreign Exchange Risk Management (FERM) :** Two dimensions of Foreign Exchange Risk (viz., Exposure and Unanticipated Change in Foreign Exchange Rates) - Exposure: meaning, different types — Managing Economic Exposure - Managing Transactions and Translation Exposure: (a) internal financial techniques including Leading and Lagging, Netting, Matching, and Currency of Invoicing (b) external risk management / Hedging Techniques: Money Market Hedge, Forward Market Hedge, Hedging via the Futures Market, Hedging via the Options Market, Hedging via Swaps, etc.
2. **International Financial Markets:** International Financial Centres—long-term and short term sources of funds including GDRs, ADRs, Euro Bonds, Euro Loans, NIFs, CPs and Development Banks.
3. **Foreign Investment Analysis:**
 - a) International Portfolio Investment: concept and benefits
 - b) Capital Budgeting for MNCs
 - c) Current Assets Management particularly Cash Management
4. **Multilateral Development Banks:** World Bank, Asian Development Bank, International Finance Corporation
5. **International Transfer Pricing**

Suggested Readings

- Apte, P. G., **International Financial Management**, Tata McGraw Hill.
- Buckley, A., **Multinational Finance**, Prentice Hall of India.
- Levi, M. D., *International Finance - The Markets and Financial Management of Multinational Business*, McGraw Hill.
- Shapiro, A. C., *Multinational Financial Management*, Prentice Hall of India.
- Sharan, V., *International Financial Management*, Prentice Hall of India.

CC3.7 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

To provide a basic understanding of the tools used for analysis and valuation of corporate securities and construction of optimum investment portfolios.

Module I: Security Analysis

1. Investing and investments— Investing and investments – Nature of investments – Investment attributes – Comparison between investment, speculation and gambling – Investment alternatives – Real assets vs. financial assets – Meaning, characteristics and types of financial assets – Derivative securities – Direct vs. indirect investments – Framework of investment policies and practices for institutions and individuals – Techniques of security analysis – Fundamental analysis vs. technical analysis
2. Fundamental analysis - Analysis of equity securities-Economic analysis—Industry analysis—Company analysis-Generation of expectations about future performance—Methods of equity valuation – Bond analysis and valuation
3. Technical analysis - Charting techniques (trends, moving average, relative strength, point and figure analysis etc.) – Dow theory – Key technical indicators – Technical Analysis and Behavioral Finance
4. Efficient Capital Market Hypothesis - Random walk and efficient capital market – Nature and forms of efficient capital market – Efficient capital market anomalies – Implications of capital market efficiency – Role of security analyst in efficient capital market

Module II: Portfolio Management

1. Portfolio Analysis - Concept and estimation of risk and return of individual securities – Relationship between risk and return – Types of security risk – Systematic risk vs. unsystematic risk – Concept of portfolio and portfolio diversification – Portfolio management process – Implications of diversification for investors – Diversification strategies – Portfolio risk and return – Markowitz risk-return optimization principle
2. Portfolio selection - Markowitz (mean-variance) efficient frontier and optimal portfolio – Introduction of a risk free security in portfolio – Market portfolio – Capital market line (CML)
3. Capital Market Theory and Evaluation of Investment Performance - Capital asset pricing model (CAPM) – Features and assumptions – Concept and estimation of Beta Coefficient – Significance of Beta in portfolio decisions – Single index market model for portfolio construction – Security market line (SML) – Criticisms of capital asset pricing model – Arbitrage pricing theory (APT)
4. Evaluation of portfolio performance - Portfolio performance measures – Portfolio revision – Portfolio insurance – Mechanics of international diversification

Suggested Readings

- Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
- Elton, Gruber, Brown and Goetzmann, *Modern Portfolio Theory and Investment Analysis*, John Wiley & Sons.
- Fabozzi, F.J., *Investment Management*, Prentice Hall.

- Fischer and Jordan, *Security Analysis and Portfolio Management*, Prentice Hall.
- Jones, C.P., *Investments – Analysis and Management*, John Wiley & Sons.
- Reilly and Brown, *Investment Analysis and Portfolio Management*, South Western – Cengage Learning.
- Sharpe, Alexander and Bailey, *Investments*, Prentice Hall.

CC3.8 FINANCIAL ENGINEERING

Objectives

To provide an understanding of the underlying concepts of modern financial engineering theory for the creative formulation and analysis of innovative engineering economic models

Module- I

1. **Introduction:** Contributing factors; Scope of financial engineering; Tools of financial engineering; financial engineering vs. financial analysis; Nature and Types of derivative securities; Basic characteristics of derivative securities; Accounting and Taxation aspects of financial derivatives
2. **Hedging:** Definition, Features; Types, Hedging through Futures and Forward; Hedge Ratio
3. **Forwards:** Definition; Characteristics; Forward Rate Agreement; Forward Contract on Currencies; Settlement of Forward Contracts; Valuation of Forward Contracts
4. **Futures:** Definition; Nature and uses of future contracts; Mechanics of buying and selling futures; Basis-Contango-Normal Backwardation; Valuation of future contracts; Financial futures—Stock index futures—Foreign currency futures—Options on futures; Commodity futures —pricing

Module II

1. **Option-Basics:** Definition; Types; Characteristics of Option; Understanding option quotations, Trading and settlement; Hedging with options
2. **Option- Trading Strategies:** Naked Call, Covered Call, Writing Put, Spreads—Bull, Bear, Butterfly, Box, Diagonal, Calendar, Condor; Combinations—Straddle, Strangle, etc.
3. **Option-Valuation:** Intrinsic Value and Time Value; Factors contributing to option pricing; Graphic analysis of call and put values; Put-call parity for non-dividend paying stock; effect of dividend on put-call parity for European and American option; Models of valuation of options-Binomial model; Black-Scholes Model; Option Greeks—Delta, Theta, Gamma, Vega and Rho
4. **Swaps:** Definition; Features, Types; Interest Rate Swap-Fixed, Floating; Floating-floating; Currency Swap; Swaptions ; Valuation of Swaps

Suggested Readings

- Cuthbertson and Keith, *Financial Engineering: Derivatives and Risk Management*, Jossey Bass.

- Hull, *Introduction to Futures and Options Markets*, Prentice Hall of India.
- Kolb, *Practical Readings in Financial Derivatives*, Blackwell Business.
- Lyuu, *Financial Engineering and Computation*, Cambridge University Press.
- Marshall and Bansal, *Financial Engineering*, Prentice Hall of India.
- Srivatava Rajiv, *Derivatives and Risk Management*, Oxford University Press
- Vohra and Bagri *Futures and Options*, Tata McGraw-Hill

Semester IV

Discipline Specific Electives

Group A: Corporate Finance

DSE4.1A INDIAN FINANCIAL INSTITUTIONS AND SERVICES

Objectives

To impart knowledge on the important facts of financial institutions, investment and corporate finance and their applications in business.

Module— I

- 1. Indian Banking System :** Introduction—commercial banks – importance and functions—structure of commercial banking system in India— commercial and central bank— credit creation process of commercial banks— concept of money multiplier— the Reserve Bank of India: functions; instruments of monetary and credit control, main features of monetary policy since independence— NBFCs: structure of NBFCs— concept , role and activities of NBFCs.
- 2. Development Banks :** Introduction—development banks and their role in Indian financial system – development banks and commercial banks – major development banks and their functions (IFCI, IDBI, ICICI, EXIM Bank, SIDBI, SFCs, NABARD)— concept of universal banks in India.
- 3. Other Financial Institutions:** Introduction—insurance sector: the concept— basic principles of insurance— insurance sector and economic growth— historical background of insurance sector in India— reforms of insurance sector in India— structure of life insurance business in India —public and private life insurance—LICI ; structure of general insurance business in India — public and private general insurance —GICI— Insurance Regulatory and Development Authority (IRDA) Act, 1999 ; Unit Trust of India— functions & activities— the Unit Scheme 1964 (US-64).
- 4. Interest Rate Structure :** Introduction—gross and net interest rate, nominal and real interest rate, differential interest rate, causes of variation of interest rate, relationship between interest rate and economic progress, administered and market determined interest rate— recent changes in interest rate structure in India.

Module— II

- 1. An Overview of Financial Services:** Introduction—significance & evolution in India—characteristics of financial services —types of financial services: fee based, fund based services & insurance services —challenges to the financial services sector— mutual funds — merchant banking — credit rating —housing finance– factoring and forfeiting –venture capital – microfinance.

2. **Mutual Funds** : Introduction— working of a mutual fund –mutual fund industry in India— mutual funds investors— types of mutual funds schemes—front-end load (entry load) and back-end load (exit load)— Net Asset Value and mutual funds— constituents of mutual funds—SEBI (mutual funds) (amendments) regulations, 2016.
3. **Merchant Banking**: Introduction— historical background —importance of merchant banking in India —functions of merchant bankers in India —merchant and commercial banks —merchant banks and investment banks — merchant bankers and capital issue management in primary market—SEBI (Merchant Bankers) Regulations, 1992.
4. **Credit Rating** : Introduction—historical background: global scenario & Indian scenario —objectives of credit rating —functions of credit rating agencies —benefits —limitations —the rating process —the rating methodology — a brief profile of credit rating agencies in India: Credit Rating Information Services of India Ltd.(CRISIL); Investment Credit Rating Agency of India Ltd. (ICRA); Credit Analysis and Research Ltd. (CARE) ; India Ratings and Research Pvt. Ltd.; Brickwork Ratings India Pvt. Ltd.; SMERA Ratings Ltd.; Infomercs Valuation and Rating Pvt. Ltd. — standardized rating symbols and definitions—SEBI (Credit Rating Agencies) Regulations, 1999

Suggested Readings

- Saha, S.S, *Indian Financial System and Markets*, McGraw-Hill Education (India) Pvt. Ltd. ., 3rd reprint, New Delhi.
- Saha, S.S, *Merchant Banking and Financial Services*, Scholar's Press, Germany.
- Saha, S.S, *Capital Markets and Securities Laws*, Taxmann Publications Pvt. Ltd., 2nd ed., New Delhi.
- Pathatak, B.V, *Indian Financial System*, Pearson Education, New Delhi.
- Bhole,L.M, *Financial Markets and Institutions*, New Delhi.
- Khan, M.Y, *Indian Financial System*, McGraw-Hill Education (India) Pvt. Ltd., New Delhi.
- Khon,M, *Financial Institutions and Markets*, McGraw-Hill Education (India) Pvt. Ltd., New Delhi
- Machiraju, H.R, *Merchant Banking*, Vikash Publishing, New Delhi,
- Fabozzi, Modigliani, Jones and Ferri, *Foundations of Financial Markets and Institutions Markets*, Pearson Education, New Delhi.
- Mandura Jeff , *Financial Markets & Institutions*, West Publishing Company, New York.
- Avadhani, V.A., *Investment and securities Markets in India*, Himalaya Publishing, New Delhi.
- Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education , New Delhi.
- RBI Guidelines and SEBI Regulations

DSE4.2A MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Objectives

To develop an understanding of the conceptual and operational aspects of corporate restructuring activities, the processes involved, the range of reasonable options available, and the skills necessary to resolve the diverse challenges that arise in business combinations.

Module I

1. **Introduction:** Definitions and terminology of corporate restructuring; a historical perspective of mergers and acquisitions (M&A); participants in the M&A process; motivations for M&A; payoffs from M&A.
2. **The M&A Process:** Planning, implementation and integration
3. **M&A and other restructuring strategies:** Leveraged buy-outs; shared growth and control strategies—joint ventures, partnerships and alliances; exit and restructuring strategies; takeover defense.
4. **Post-M&A Management:** Financial and non-financial issues and challenges.

Module II

1. **The Regulatory Framework for M&A:** Relevant provisions of the Companies Act SEBI guidelines, and accounting standards.
2. **M&A Tools:** Valuation tools; financial modeling techniques for structuring M&A; legal, tax and accounting considerations in M&A structuring; payment considerations in M&A deals.

Suggested Readings

- DePamphilis, D., *Mergers, Acquisitions and other Restructuring Activities*, Academic Press.
- Gaughan, P. A., *Mergers, Acquisitions and Corporate Restructurings*, John Wiley.
- Sherman, A., *Mergers and Acquisition: From A to Z*, AMACOM.
- Sudarsanam, *Creating Value from Mergers and Acquisitions*, Pearson Education India.
- Weston, *Takeovers, Restructuring and Corporate Governance*, Pearson Education India.

DSE4.3A FUNDS MANAGEMENT IN FINANCIAL INSTITUTIONS

Objectives

To impart basic knowledge on the theoretical concepts and their applications pertains to the fund management in banks and financial institutions so as to equip the students in decision making.

Module I

1. **Financial Institutions:** Types; Functions; Risks; Organisational Structure, Financial Statements of Financial Institutions –Overview
2. **Basic Concept of Fund Management:** Theory behind fund management — Role and Responsibilities of a fund manager
3. **Fund Management Process:** Planning for optimum portfolio returns — Implementing strategies to maximise performance — Controlling the fund management process
4. **Treasury Management:** Objectives; Functions; Treasury Operations; Nature of Treasury Assets and Liabilities; Organisational Structure; Integrated Treasury; Role of Information Technology in Treasury Management

Module II

1. **Cash Management and Marketable Securities:** Cash management Techniques/Processes; Cash management models—Baumol Model, Millier-Orr Model; Marketable Securities— Selection Criterion; Types
2. **Investment Management:** Different types of portfolios for investment; Government and other approved securities, bonds, shares and debentures; Bonds and bond valuation — Concepts of yield on securities — Choice of optimum portfolios; Internal control system for investment
3. **Asset–liability Management (ALM):** Components of Assets and Liabilities of Financial Institutions; Asset-liability Management-Concept, Objectives; Strategies in AML; Value at Risk (VaR); Interest Rate Risk Management – Approaches/Methods; Liquidity Risk Management– Approaches/Methods; Market Risk Management in Banks; Operational Risk Management in Banks
4. **Capital Adequacy Requirements:** The Basel Capital Accord; Management of Non-Performing Assets of Banks

Suggested Readings

- Cornett, M., *Fundamentals of Financial Institutions Management*, McGraw Hill.
- Fabozzi, Frank J. and Konishi, Fitso., *The Handbook of Asset-Liability Management*, John Wiley.
- Halter, *Bank Investment & Funds Management*, Macmillan India.
- Indian Institute of Banking and Finance, *Theory and Practice of Treasury & Risk Management in Banks*, Taxmann Publications (P) Ltd.
- Khan and Jain, *Financial Management-Text, Problems and Cases*, McGraw-Hill Education
- Poorman, F., *Managing Bank Investment Portfolios*, Alex Solutions Inc.
- Saunders, A., *Financial Institution Management*, McGraw Hill.
- The ICAI University Press, *Management of Financial Institutions*

DSE4.4A INTERNATIONAL ACCOUNTING

Objectives

To provide a conceptual and practical foundation in international accounting and to develop skills for applying this understanding in international business situations with a view to making informed judgments. Alternative accounting treatments would be emphasized to encompass the international dimensions of accounting, financial analysis, reporting and control.

Module I

1. **Context of International Accounting:** Differences in size and culture – Importance – Nature and Growth of Capital Markets, International Business and MNCs – Measurement and reporting issues – International GAAP.

2. **Major Accounting and Reporting Systems:** The British System – The EU System – The American System (including the impact of Sarbanes Oxley Act) – The Asian System (China, India and Japan) – System influenced by IASB.

Module II

1. **Analysis and Management Issues:** Financial Statement Analysis and IFRs – International Auditing and Taxation - Managerial Accounting – Foreign Currency Translation – Transfer Pricing – Segment Reporting - Knowledge Capital – Inflation Accounting.
2. **Issues in International Accounting:** Cultural Influences – MNC Accounting – Consolidation – Harmonization and convergence of accounting standards – Sustainable Accounting.

Suggested Readings

- Nobes and Parker, *Comparative International Accounting*, Pearson.
- Choi and Mueller, *International Accounting*, Prentice Hall, Englewood Cliffs.
- Choi, *International Accounting and Finance Handbook*, John Wiley.
- Choi, *Frost and Meek, International Accounting*, Prentice Hall International.
- Saudagaran, S., *International Accounting*, Taxmann.
- Saudagaran, S. (ed.), *Asian Accounting Handbook*, Thomson.

Group B: Banking and Insurance

DSE 4.1B REGULATORY FRAMEWORK FOR BANKING AND INSURANCE INSTITUTIONS

Objectives

To impart the basic knowledge on the regulatory environment of banking and insurance institutions

Module I

- **Historical Development of Indian Banking System:** Banking in India during pre-independence era; Changes in Indian banking system post independence- establishment of RBI, bank nationalization in 1960s-liberalization in 1990s and bank reforms; Laws governing banking in India-a brief outline; Present structure of Indian Banking System.
- **RBI as a Banking Sector Regulator:** Objectives of RBI; Functions of RBI; Monetary Policy of RBI and Credit Control.
- **Banking Regulation Act and Other Legislations Regulating Commercial Banking in India:** Banking Regulation Act 1949 – relevant provisions; Prevention of Money Laundering Act, 2002; Banking Cash Transaction Tax and Service Tax; The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002; Foreign

Exchange Management Act 1999 etc.; The Banking Code Rules; consumer protection in banking.

- **Regulation and Supervision of Micro-finance Institutions:** Microfinance Institutions as an alternative to banking institutions in India, legal forms, regulatory framework-self regulation, state level legislations; Proposed Microfinance Institutions (Development and Regulation) Bill 2012.

Module II

- **Introduction to Indian Insurance Sector:** Concept of Insurance and its Evolution; Insurance Legislation in India - Insurance Act, 1938 - Nationalization of Insurance Business in India - Life and General Insurance Councils; Liberation in 1990s and insurance reforms.
- **IRDA:** Mission Statement- Composition – Duties, Power and Functions - Regulations Issued by the IRDA
- **Agency Function and Registration of Insurance Companies:** Qualifications and Functions of Brokers, Agents and Corporate Agents, Validity and Renewal of License Applicable to Them; Regulations for Third Party Administrators (TPA) –Procedure for Obtaining a License – Revocation and Cancellation of Licence – Code of Conduct for TPA - Maintaining Confidentiality by TPA; Procedure for Registration of Insurance Companies – Renewal and Suspension of Registration – Regulations for Registration of Life and General Reinsurance
- **Policyholders' Interest and Grievance Redressal:** Rights of Assignment, Nomination and Transfer, Stages of Insurance Policy, Free Look Period, Matters to be Stated in a Life and General Insurance Policy – Claim Procedures for Life and General Insurance Policies; Grievance Redressal - Consumer Protection Act – Feature and Structure – Appeals and Penalties – Ombudsman –Nature of complaints – Pre Requisite for Filing Complaints, Integrated Grievance Management System (igms).

Suggested Readings

- Indian Institute of Banking & Finance (2008). *Legal and Regulatory Aspects of Banking*, Bucketbolt Commerce Pvt. Ltd, Mumbai
- Tannan, M.L & Mitra, M. (2014). *Banking Law and Practice*, Indian Law House, Delhi
- Sundaram, K.P.M & Varshaney, P.N. (2014). *Banking: Theory Law & Practice*, 3rd Edition. Sultan Chand & Sons.
- Indian Institute of Banking and Finance (2012). *Principles of Banking*, Macmillan.
- Maheshwari, S.N. & Maheshwari, S.K. (2005). *Banking Law and Practice*, Kalyani Publishers, New Delhi.
- Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) *Emerging Trends in the Banking Sector*, Macmillan 2008.
- Shekhar, K. C. (1974). *Banking Theory and Practice*, Vikas Publishing House Pvt. Ltd.
- Srivastava, P. K. (2013). *Banking theory and Practice*, 12th Edition, Himalaya Publishing House.
- George E. Rejda : *Principles of Risk Management and Insurance*, Addison Wesley
- Srinivasan N: *Principles of Insurance Law*, Wadhwa & Co.

- Taxmann, *Insurance Manual*, Taxmann Publication Private Limited
- IIBF, *Microfinance Perspectives and Operations*, Taxmann Publication Private Limited

DSE4.2B: MANAGEMENT OF BANKING PRODUCTS AND SERVICES

Objectives

To impart the basic knowledge on various products and services offered by commercial banks

Module I:

- **Deposit products:** Demand deposits - current account and charges associated with it, savings account including BSBD account, methodology of interest calculation; Time deposits – term deposits with interest payout option, term deposit with interest accumulation option, interest calculation, calculation of maturity value; Recurring deposits – calculation of maturity amount; Other innovative deposit products- Savings with term deposit, Term deposits linked to savings or current account, annuity deposit, recurring deposit with variable installment, tax saving term deposits, PPF, deposit under capital gain scheme, NRI deposits etc.; Regulatory requirements associated with deposit products (KYC, PMLA etc).
- **Loan products:** Personal Finance – Housing loan, vehicle loan, education loan, personal loan, gold loan, loan against securities, loan against other property – calculation of EMI, impact of processing charge, prepayment and associated conditions; Business Finance - cash credit, term loan-mortgage and non-mortgage loans, overdraft facilities; Fixed vs. Floating rate loans; Determination of lending rates by banks – PLR, Base Rate, RBI Repo and Reverse Repo rate change and its impact on lending rate, marginal cost of fund; Loan approval process.

Module II

- **Other products and services:** Certificate of deposits; Fund based services other than loan – bill purchase/discount, lease finance, hire purchase finance; Non fund based services – letter of credit, letter of comfort, bank guarantee/LOU, LC advising/ confirmation, co-acceptance of bills, solvency certificate, credit report, services as executors and trustees, safe deposit vaults; payment and settlement/ remittance services – cheque, pay order and demand draft, ATM and debit cards, RTGS, NEFT, ECS, fund transfer to foreign countries, prepaid cards and wallet services, standing instructions; Credit cards.
- **Emerging areas in banking:** New channels of banking - online banking, mobile banking, APP banking; Bancassurance; Differentiated banking license – payment banks and small finance banks; MUDRA bank; Cross-selling; Islamic Banking.

Suggested Readings

- IIBF, *Digital Banking*, Taxmann Publication Private Limited
- IIBF, *Banking – An Introduction*, Taxmann Publication Private Limited

- IIBF, *Basics of Banking*, Taxmann Publication Private Limited
- IIBF, *Banking Products and Services*, Taxmann Publication Private Limited
- IIBF, *Credit Cards*, Taxmann Publication Private Limited

DSE4.3B: MANAGEMENT OF INSURANCE PRODUCTS AND SERVICES

Objectives

To impart the basic knowledge on various products and services offered by insurance institutions

Module I:

- **Life Insurance Products for Individuals:** Term Plan, Endowment Plan, Money Back Insurance Plan – Whole-Life Insurance Plan – Unit Linked Insurance Plans (ULIPs) – Joint Life Insurance Plans – Child Insurance Plans – Rider benefits – Industrial life insurance – MWP Policies – Keyman insurance; Annuity Plans – different types of annuity plans – annuity vs. life insurance; Formalities associated with life insurance – application and acceptance, policy document, premium payment, bonus, policy lapse and revival, surrender.
- **Group Insurance Schemes:** Different types of group insurance schemes – Group Term Insurance Scheme – Group Gratuity Scheme – Group Superannuation scheme – Types of group superannuation schemes – Group Leave Encashment scheme – Employees Deposit – Linked insurance Scheme – Group Insurance Scheme in-lieu of EDLI – Social Security Scheme.

Module II

- **General Insurance Products:** Personal and group health insurance; Fire and Consequential Loss Insurance; Marine Insurance; Agricultural Insurance; Liability Insurance; Motor Liability, Personal Accident and Specialty Insurance; Engineering Insurance; Other insurances - Burglary insurance – Baggage insurance – Fidelity Guarantee insurance – Jeweller's Block insurance – Crime insurance – Aviation insurance – Satellite insurance – Oil & energy risks insurance etc. – micro insurance; Procedural aspect of general insurance products (brief outline).
- **Innovative Insurance Products and IRDA Regulation Regarding Product Management:** Micro Insurance Products, Postal Insurance, e-Insurance Product – Management of these Insurance products with Reference to the Relevant Regulations Issued by IRDA

Suggested Readings

- IIBF, *Insurance Products and Services*, Taxmann Publication Private Limited
- Gregg D W & Lucas V B, *Life and health insurance handbook*, R.D Irwin
- Magee and Bicklhaupt, *General Insurance*, R.D Irwin
- Jones, Harriett E & Long, Dani L, *Principles of insurance: life, health and annuities*, LOMA
- James P C, *Understanding General Insurance*, PCJ Value Media
- Tripathy M N, *Insurance- Theory and Practice*, PHI
- Mishra K, *Fundamentals of Life Insurance – Theory and Applications*, PHI

- Mishra & Mishra, Insurance- Principles and Practice, S Chand
- National Insurance Academy, General Insurance – Principles and Practice, Cengage Learning
- Krishnaswamy G, A Textbook on Principles and Practice of Life Insurance, Excel

DSE4.4B: TREASURY & FOREX MANAGEMENT

Objectives

Provide an in-depth understanding of the treasury operations and management, and critical aspects of foreign exchange management.

Module I

1. **Introduction:** Link between the finance function and the other functional areas of management - Treasury function: Role of the Treasury Funds Management
2. **Financial Forecasting:** Introduction - financial, sales and cash flow forecasting techniques.
3. **Financial Markets and Instruments:** Money Market instruments: repos, commercial papers, Certificate of Deposits, ICDs, Banker's Acceptance, Treasury bills, Agency Discount Notes, Floating Rate Instruments, Exchangeables, Packaged and Derivative instruments - Money Market Mutual Funds - Capital Market instruments — emerging trends.
4. **Internal Treasury Controls:** Treasury: structure and organisation - accounting and control - internal audit - custodial controls and insurance controls - treasury information systems and reporting - measurement of treasury performance.
5. **Managing Banking Relationships:** Selection of bankers - using banking services -managing relationship with bankers and lenders.

Module II

1. **international Economics and International Finance:** interdependence of national economies — international trade - balance of payments — capital account convertibility - export-led growth - WTO - MIGA ~ trading blocks - Super 301 and Special 301 - The international economy - capital flows and flight - international liquidity - external debt and equity financing — role of IMF, IBRD, development banks and international investors.
2. **International Money and Capital Markets:** key features of different international markets - economies of minimal regulations - integration of markets.
3. **Foreign Exchange Markets:** role of commercial banks and EXIM bank -mechanism of foreign payment - costs of international payments - Eurocurrency markets - The Indian forex market - convertibility of the rupee - Hawala market -relevant provisions of FEMA 1999 - exchange control - FEDAI ~ forex dealership.
4. **Exchange Rate Determination:** factors determining exchange rates - forecasting forex rates - the forward rate as a short-term forecast — technical forecasts -forecasting of fixed exchange rates from convertible currencies - economic models.
5. **Forex Trading:** Infrastructure and networks - order placing computerised forex trading - information analysis for forex trading.

Suggested Readings

- Avadhani, V, A., *Treasury Management in India*, Himalaya Publishing.
- Gardner, *Treasury Management*, Macmillan.
- IIB, *Introduction to Foreign Trade and Foreign Exchange*, Macmillan.
- Srinivasan, *Foreign Exchange Simplified*, TMH Professional.

Core Papers

CC4.5 RISK MANAGEMENT: TOOLS AND APPLICATIONS

Objectives

To provide an understanding of the theory and practice of financial risk management in order to formulate, analyse, develop and implement strategies for effective risk management for generating competitive advantage.

Module I

1. **Introduction:** Concept of 'Risk' – Difference between 'Risk' and 'Uncertainty' – Types of Risk – Market Risk, Credit Risk, Liquidity Risk, Interest Rate Risk, Operational Risk, Off Balance Sheet Risk, Foreign Exchange Risk, Sovereign Risk, Insolvency Risk – Concept of Enterprise Risk Management (ERM) – Definition of 'Risk Management' – Approaches to Risk Management – Risk Management Strategies
2. **Interest-rate Risk Management :** Definition; analysis of interest-rate risk; inseparability of interest rate risk and credit risk; the interest-rate risk safety zone; measuring interest rate risk—gap analysis, simulation models, yield curve smoothing; duration and convexity; alternative term structure models; interest-rate derivatives.
3. **Market Risk and its Management:** Market Risk and its Types – Calculating Market Risk Exposures – Value-at-Risk (VaR) methodology – Factors affecting VaR – Statistical Issues in VaR computation – Interaction of Interest Rate, Inflation and Exchange Rates – Hedging Market Risk – Dynamic Hedging Strategies
4. **Insurability of Risk :** Insurability of Risks – Nature of Insurance and Reinsurance Risks – Law of Large Numbers and Actuarial Methods of Insurance Pricing – Mitigating Risks in Insurance Services

Module II

1. **Credit Risk Management:** Definition of Credit Risk - Credit Risk Exposures – Types of Credit Risk – Credit Events – Credit Quality Problems and Credit Rating Transition Matrix – Credit Risk Measurement Models – Merton's Model – Credit Risk Measurement and Basel Norms – Managing Credit Risk – Credit Derivatives and Securitization

2. **Liquidity Risk Management:** Liability-side and Asset-side Liquidity Risk – Types of Liquidity Risk Events – Inter-linkage between Liquidity Risk and Credit Risk – Measuring Liquidity Risk – Jarrow-Merton Put Option Model – Managing Liquidity Risk – Choice of Liability Structure and Arrangement of Line of Credit
3. **Managing Operational and Off Balance Sheet Risks:** Off Balance Sheet Risk Exposures – Loan Commitments, Commercial Letters of Credit and Letters of Undertaking, Derivatives, Bank Guarantees and Deposit Insurance – Nature of Off Balance Sheet Risks – Sources of Operational Risk – Measurement of Operational Risk – Operational Risk and Basel Norms – Mitigating Operational Risk
4. **Risk Management in Financial Institutions:** Asset-Liability Management (ALM) in banks —major collapses in asset-liability management (relevant case studies) - lessons for risk managers.

Suggested Readings

- Hopkin, P., *Fundamentals of Risk Management*, Kogan Page.
- Hull, J. C., *Risk Management and Financial Institutions*, Wiley.
- Indian Institute of Banking and Finance, *Risk Management*, Macmillan.
- Jorion, P., *Financial Risk Manager Handbook*, GARP, Wiley Finance.
- Rejda, G., *Principles of Risk Management and Insurance*, Pearson Education India.
- Saunders, A. and Cornett, M. M., *Financial Institutions Management*, McGraw Hill International.
- Van Deventer, D., Imai, K. and Mesler, M., *Advanced Financial Risk Management*, John Wiley and Sons.

CC4.6 and CC4.7 Dissertation (200 marks)

CC4.8 Comprehensive Viva (100 marks)