

# **MBA (FINANCIAL MANAGEMENT)**

**E) INSTRUCTIONAL DESIGN**  
**MBA FINANCIAL MANAGEMENT**

<b>M.B.AG</b>	<b>Title</b>	<b>CIA Max.</b>	<b>ESE Max.</b>	<b>TOT Max.</b>	<b>C</b>
<b>I Semester</b>					
35711	Management – Principles and Practices	25	75	100	4
35712	Organizational Behaviour	25	75	100	4
35713	Managerial Economics	25	75	100	4
35714	Quantitative Techniques	25	75	100	4
35715	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
<b>II Semester</b>					
35721	Research Methods	25	75	100	4
35722	Business Environment	25	75	100	4
35723	Business Laws	25	75	100	4
35724	Management Information System	25	75	100	4
35725	Human Resource Management	25	75	100	4
Total		125	375	500	20
<b>III Semester</b>					
35731	Marketing Management	25	75	100	4
35732	Financial Management	25	75	100	4
35733	Management of Funds	25	75	100	4
35734	Investment Analysis and Portfolio Management	25	75	100	4
35735	Financial Services and Institutions	25	75	100	4
Total		125	375	500	20
<b>IV Semester</b>					
35741	Foreign Exchange Management	25	75	100	4
35742	Multinational Financial Management	25	75	100	4
35743	Project Finance	25	75	100	4
35744	Investment and Derivatives Market	25	75	100	4
35745	Growth Management	25	75	100	4
Total		125	375	500	20
<b>Grand Total</b>				<b>2000</b>	<b>80</b>

## **35711- MANAGEMENT PRINCIPLES AND PRACTICES**

### **Objectives:**

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

### **BLOCK I: BASIC CONCEPTS OF MANAGEMENT**

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

### **BLOCK II: RECRUITMENT AND SELECTION**

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

### **BLOCK III: FUNCTIONS OF MANAGEMENT**

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

#### **BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT**

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

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107. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
108. Peter F. Drucker, Management, 2008.
109. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
110. Ricky W. Griffin, Management, South-Western College Publications, 2010
111. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
112. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## **35712 - ORGANIZATIONAL BEHAVIOUR**

### **Objectives:**

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

### **BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR**

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

### **BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT**

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

### **BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE**

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

#### **BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT**

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

#### **REFERENCES**

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93. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
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97. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
98. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

## **35713 - MANAGERIAL ECONOMICS**

### **Objectives:**

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

### **BLOCK I: BASICS OF MANGERIAL ECONOMICS**

- UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.
- UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –
- UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.
- UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

### **BLOCK II: DEMAND AND SUPPLY MANGEMENT**

- UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox
- UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.
- UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly
- UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner's Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

### **BLOCK III: COST AND BREAK FROM POINTS**

- UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.
- UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.
- UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

### **BLOCK IV: MACRO ECONOMICS AND REGULATIONS**

- UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.
- UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.
- UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

### **REFERENCES**

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149. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
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151. Joel Dean, Managerial Economics, Prentice-Hall.

## **35714 - QUANTITATIVE TECHNIQUES**

### **Objectives:**

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

### **BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES**

- UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.
- UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion
- UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.
- UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

### **BLOCK II: LINEAR PROGRAMMING PROBLEMS**

- UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms
- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.
- UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability

distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

### **BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES**

UNIT 9 Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.

UNIT 10 Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.

UNIT 11 Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

### **BLOCK IV: QUERY AND DECISION TREE ANALYSIS**

UNIT 12 Queuing Theory: Introduction – Definition – Queue priorities Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.

UNIT 13 Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process

UNIT 14 Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

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150. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

## **35715 - FINANCIAL AND MANAGEMENT ACCOUNTING**

### **Objectives:**

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

### **BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING**

- UNIT 1     Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2     Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3     Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4     Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

### **BLOCK II: FINANCIAL RATIO ANALYSIS**

- UNIT 5     Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6     Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7     Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

### **BLOCK III: CASH FLOW ANALYSIS**

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

### **BLOCK IV: COSTING AND CAPITAL BUDGETING**

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

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- 132.Jain &Narang,Advanced Cost Accounting, Kalyani. Publications.
- 133.Ravi M. Kishore, Cost Management, Taxman Publications

- 134.S.N. Maheswari, Management Accounting &Management Accounting, Vikas Publishers.
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- 137.Andrew A Haried, Advanced Accounting, Atlantic Publishers.
- 138.Hoyle,Advanced Accounting, McGraw Hill.

## **35721 - RESEARCH METHODS**

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

### **BLOCK I: FUNDAMENTALS OF RESEARCH**

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design

### **BLOCK II: SAMPLING AND ITS TYPES**

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8 Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

### **BLOCK III: TOOLS OF DATA COLLECTION**



- UNIT 9     Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules Vs. Questionnaires
- UNIT 10    Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.
- UNIT 11    Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variant analysis

#### **BLOCK IV: HYPOTHESIS AND REPORT WRITING**

- UNIT 12    Test of Significance: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table - Parametric Test: T test, F Test and Z test
- UNIT 13    Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - The process of interpretation of Test Results– Guidelines for making valid interpretation
- UNIT 14    Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

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5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
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9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

## **35722 - BUSINESS ENVIRONMENT**

### **Objectives:**

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

### **BLOCK I: BASICS OF BUSINESS ENVIRONMENT**

- UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment
- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

### **BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT**

- UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.
- UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions
- UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.
- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

### **BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT**

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities
- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.
- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

### **BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT**

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth
- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

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105. Maheswari & Gupta, Government, Business and Society.

## **35723 - BUSINESS LAWS**

### **Objectives:**

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

### **BLOCK I: BASICS OF BUSINESS LAW**

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

### **BLOCK II: PARTNERSHIP AND COMPANY ACT**

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

### **BLOCK III: IIPR AND IT**

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

#### **BLOCK IV: MSME**

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

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## **35724 - MANAGEMENT INFORMATION SYSTEM**

### **Objectives:**

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

### **BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM**

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

### **BLOCK II: COMMUNICATION USAGE OF MIS**

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.
- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video
- UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

### **BLOCK III: MIS FUNCTIONS AND FEATURES**



- UNIT 9     Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.
- UNIT 10   Client/ Server Computing:    Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.
- UNIT 11   Electronic Commerce and Internet:    E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

**BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS**

- UNIT 12   Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.
- UNIT 13   Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.
- UNIT 14   Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology

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## **35725 - HUMAN RESOURCE MANAGEMENT**

### **Objective:**

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

### **BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT**

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

### **BLOCK II: RECRUITMENT & SELECTION**

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization
- UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

### **BLOCK III: EMPLOYEES APPRAISALS**

- UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry
- UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.
- UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

#### **BLOCK IV: APPRAISAL AND TRAIL UNION**

- UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment
- UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management- Separation: Need and Methods.
- UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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### **35731 - MARKETING MANAGEMENT**

#### **Objectives:**

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

#### **BLOCK I: BASICS OF MARKETING MANAGEMENT**

- UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.
- UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.
- UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.
- UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

#### **BLOCK II: MARKETING RESEARCH AND PROCESS**

- UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.
- UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.
- UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.
- UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

#### **BLOCK III: DISTRIBUTION MIX**

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.

UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

#### **BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS**

UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.

UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.

UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

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## **35732 - FINANCIAL MANAGEMENT**

### **Objectives:**

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

### **BLOCK I: BASICS OF FINANCIAL MANAGEMENT**

- UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.
- UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

### **BLOCK II: CAPITAL STRUCTURE**

- UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.
- UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.
- UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.
- UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

### **BLOCK III: SOURCES OF FINANCE**

- UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures-

- Tax considerations in Investment Decisions Cost of capital and Investment Decisions.
- UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance
- UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

#### **BLOCK IV: WORKINGCAPITAL AND DIVIDEND POLICY**

- UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.
- UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.
- UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

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## **35733 - MANAGEMENT OF FUNDS**

### **Objectives:**

- To know about business capitalization
- To identify the techniques in Fund management

### **BLOCK I: BASICS OF MANGEMENT OF FUNDS**

- UNIT 1      Meaning and importance of funds: Concept of funds- Types and features of funds- Sources of Funds: Short term finance, Medium term finance and Long term finance.
- UNIT 2      Effective Mobilization and allocation of funds - Consequences of mal-mobilization and misallocation of funds – Organizing for funds management – Relationship with other function.
- UNIT 3      Role of financial systems in Mobilization and Allocation of funds – Barometer of business conditions – Causes and Consequences.
- UNIT 4      Considerations in Fund Allocation: Allocation of funds to most profitable opportunity – Development of profitable opportunity and evaluation – Methods of evaluation.

### **BLOCK II: RISK RETURN ANALYSIS**

- UNIT 5      Business Capitalization- Assessment of funds for fixed assets – ROI, PBP, ARR, IRR considerations- considerations of risks and uncertainty – Management of risks.
- UNIT 6      Capital rationing and its impact on financial planning-Treatment of inflation in capital budgeting – Tools for capital budgeting.
- UNIT 7      Considerations in fund Mobilization: Capital Market conditions- Interest rate scenario- Global financial contours- Variety of Instruments: Shares, Bonds and Debentures - Cost of floatation.
- UNIT 8      Cost of Capital- Meaning and Definition -Agency and Bankruptcy costs- Explicit and Implicit costs- Tax treatment - Relationship with financial Institutions.

### **BLOCK III: COST AND CAPITAL STRUCTURE**

- UNIT 9      Capital structure Decisions: Types of capital structures – Capital structure and Asset structure match - Liquidity, Solvency, Flexibility, Value impact and Risk considerations.

- UNIT 10      Interest coverage, debt capacity and Debt service coverage considerations–  
Leverage aspects- Acquisition for specific allocation- Optimum capital structure.
- UNIT 11      Leasing: Need for Lease - Types of Leasing- Operating and financial lease,  
Domestic Lease and International Lease, Open ended lease and close ended lease  
- Capital Leases - Evaluation of cash flows of leasing and buying alternatives.

#### **BLOCK IV: FCCB's AND MNC's**

- UNIT 12      Venture capital: Meaning, Venture financing options- Pros and cons – Venture  
capital industry in India – Origin and Growth.
- UNIT 13      International financing and investment: International Financing Equity and Debt  
instruments: GDRs, ADRs, ECBs, FCCBs, Syndicated Loans- Finance from  
Multilateral financing institutions.
- UNIT 14      Financing via MNCs- Domestic sources vis-à-vis international sources- Investing  
abroad: Opportunities- Considerations- Risk-Return – Foreign currency risk  
management.

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## **35734 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

### **Objective:**

- To expose students in investment analysis concept
- To know the various approaches in portfolio management

### **BLOCK I: BASICS OF INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

- UNIT 1 Investment: Investment Concepts and Goals – Types of investment – Financial – Real, business, Personal and Institutional investments.
- UNIT 2 Comparison of investments, speculation, gambling – Hedging – Concepts of portfolio and portfolio management – Goals – Risk and return trade off.
- UNIT 3 Financial investment avenues – Fixed income Securities– Varying income securities – Derivative Instruments: Options, Swaps, Forward, Futures.
- UNIT 4 Investment Analysis: Aspects of Analysis – Return analysis – Concepts, measures and computation of return of individual security and portfolio.

### **BLOCK II: INDUSTRY AND COMPANY ANALYSIS**

- UNIT 5 Risk analysis: Concepts, types, measure, computation of risk of individual security and portfolio – Valuation analysis – Share valuation – Bond value – Price earnings analysis.
- UNIT 6 Approaches to Investment Analysis: Fundamental analysis – Concept and components – Tools of economy analysis.
- UNIT 7 Industry and company analysis - I – Technical analysis – Concept and tools – Assumption – Theories – Dow theory – Contrary opinion.
- UNIT 8 Industry and company analysis – II: The confidence index, breadth of market and strength analysis – Moving average analysis – Chart patterns.

### **BLOCK III: CAPITAL ASSET PRICING MODEL**

- UNIT 9 Portfolio Construction and Choice: Markowitz diversification – Efficient frontier – Risk-return indifferent curves.
- UNIT 10 Portfolio choice – Sharpe's Single and two factorial models – Lagrange multiplier method.
- UNIT 11 Capital Asset Pricing Model: Assumptions and application – Capital market line and security market line

### **BLOCK IV: PORTFOLIO REVISION AND METHODS**

- UNIT 12 Efficient market hypotheses - The weakly efficient, semi strongly efficient and strongly efficient market forms – Random-Walk theory.
- UNIT 13 Portfolio Performance: Measures: Sharpe, Treynor and Jensen.

UNIT 14      Portfolio audit and Portfolio revision – Need and methods – Formula plans.

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### **35735 - FINANCIAL SERVICES AND INSTITUTIONS**

#### **Objective:**

- To identify the various concepts of financial services
- To know the function of financial institutions

#### **BLOCK I: BASICS OF FINANCIAL SERVICES AND INSTITUTIONS**

- UNIT 1 Financial Services: Concept, Functions, Characteristics and scope of financial services – Functions of Indian financial system – Financial Instruments – Types – Pros and Cons
- UNIT 2 Merchant Banking: Meaning – Importance and Need - Functions concerning public and private placement of capital issues.
- UNIT 3 SEBI regulations regarding lead managers and merchant banking functionaries – Inspection by SEBI.
- UNIT 4 Mutual Fund Services – Definition – Features, need and scope – MFs in India: Types of scheme: Features, Merits and Demerits – Performance Evaluation of Mutual Fund.

#### **BLOCK II: CREDIT RATING**

- UNIT 5 History of Indian Mutual Fund Industry and Recent Developments – Regulations regarding mutual funds in India.
- UNIT 6 Credit Rating: Objectives, Importance of Credit rating – Institutions: CRISIL – ICRA - CARE – Rating Process.
- UNIT 7 Factors contributing to the success of the rating system - Debt and deposit rating equity rating procedures
- UNIT 8 Reading different grades of rating – International credit rating institutions – Functions of rating agencies.

#### **BLOCK III: UTI AND LIC FEATURES**

- UNIT 9 Role of UTI and LIC as investment institutions – Portfolio management services
- UNIT 10 Concept and need – Services of NBFC to investors.
- UNIT 11 Development Financial Institution – Role, functions of IDBI, IFC, ICICI and IRBI.

#### **BLOCK IV: PRIVATE BANKING FUNCTIONS**

- UNIT 12      RBI – Functions, role and management of gilt securities market – Regulatory measures.
- UNIT 13      Stock Exchanges: Role and organizations of BSE and NSE – OTCEI – SEBI and stock exchange – Investor information and education.
- UNIT 14      Role of SEBI – Role of investor association and investment consultancies – Indian and Global Scenario.

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## **35741 - FOREIGN EXCHANGE MANAGEMENT**

### **Objective:**

To understand the concept related to foreign exchange management  
To analysis the foreign exchange risk management

### **BLOCK I: BASICS OF FOREIGN EXCHANGE MANAGEMENT**

- UNIT 1 Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Inter-bank and Merchant rates.
- UNIT 2 Spot rates and forward rates – T.T. rates – Cross rates; Computation – Foreign exchange markets – Organisation of forex market
- UNIT 3 Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model.
- UNIT 4 Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

### **BLOCK II: FEATURES OF FOREIGN EXCHANGE**

- UNIT 5 Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates - Extension and cancellation of forward contracts.
- UNIT 6 Options: Meaning, Features –Types: Put option, Call option – Mechanism – Merits and Demerits.
- UNIT 7 Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting.
- UNIT 8 External Strategies: Foreign currency options – Forward and money market hedge – Currency Swaps – Interest Rate Swaps.

### **BLOCK III: ROLE OF FOREIGN EXCHANGE**

- UNIT 9 Economic Exposure risk – Inflation and exchange risk– Factors influence exchange risk.
- UNIT 10 Economic consequences of Exchange rate changes – managing economic exposure risk.
- UNIT 11 Exchange management in India: Fixed and fling rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts.

### **BLOCK IV: IMPACT OF FOREIGN EXCHANGE**

- UNIT 12 Exchange control measures: Need, Forms and relevance.
- UNIT 13 Foreign Exchange Reserves of India: Trend, composition and management.

UNIT 14      Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.

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## **35742 - MULTINATIONAL FINANCIAL MANAGEMENT**

Objective:

- To discuss the economic and political factor of multinational financial management.
- To understand the exchange rate system.

### **BLOCK I: BASICS OF MULTINATIONAL FINANCIAL MARKETING**

- UNIT 1      Concept of multinational financial management – Functions – Risk - Return trade off
- UNIT 2      Aspects of multinational financial environment and system – Global financial markets.
- UNIT 3      Foreign Direct Investment by MNCs – Need, strategy and opportunities.
- UNIT 4      Economic and political risk – Planning – operating policies to deal with risk.

### **BLOCK II: CASH PLANNING AND BUDGETING**

- UNIT 5      Capital budgeting: Basics – NPV – IRR – Increment Cash flows – Parent Vs Project Cash flows.
- UNIT 6      Taxes – Exchange rate changes and inflation – Transfer Pricing – APV and CAPM.
- UNIT 7      Working Capital Management of MNCs – International Cash management: Objectives – Functions – Techniques: Netting – Leading and Lagging.
- UNIT 8      Intercompany loans – Transfer pricing – Cash Planning and budgeting – Management of Short term investment Portfolio.

### **BLOCK III: RISK AND UNCERTAINTY MODEL**

- UNIT 9      Receivables Management: Credit policy variables: Standards – period – Discount – Collection effort.
- UNIT 10      Credit extension – Exchange rate implications – Inventory management – Concepts and tools.
- UNIT 11      Risk and Uncertainty Models – Off shore production Vs Local Purchase.

### **BLOCK IV: COST OF CAPITAL**

- UNIT 12      International financing: Long Term Financing: Equity Instruments: International Depository Receipts and Direct equity participation.
- UNIT 13      Debt Instruments: Bonds Notes and Syndicated loans. Short term financing: Sources – Euro notes and Euro commercial paper – Inter firm financing methods.

UNIT 14      Cost of Capital: Cost of equity – Cost of debt – Cost of back – to - back  
financing                      Overall cost of Capital structure of MNC: Theory, Practice and  
determinants –                      Debt Vs Equity Flow analysis.

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## 35743 - PROJECT FINANCE

Objective:

- To understand the process of project finance
- To give knowledge about project appraisal
- To evaluate the financial aspect in project finance

## ***BLOCK I: BASICS OF PROJECT FINANCE***

*UNIT 1      Project – Meaning and Definition - Stages in a project cycle: Project identification, formulation, evaluation and implementation*

UNIT 2      Project Consultants: Meaning - Role of consultants in project management –  
                         Functions of Project Consultant

UNIT 3      Sources of finance for a project - I: Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers.

UNIT 4 Sources of finance for a project – II: Global depository receipts, borrowings from banks and FIs – Venture capital – Innovative instruments in the capital market.

## BLOCK II: PROJECT FINANCE APPROACHES

UNIT 5      Project financing – Estimating the total capital requirements – Factors  
determining the fixed capital and working capital – Judicious financing  
plan.

UNIT 6      Capital gearing – Matching of requirements with available financial assistance from various sources.

UNIT 7      Process of lending for a project – Pre-sanction appraisal and procedures.

UNIT 8	Appraisal of managerial and technical aspects: Evaluation of managerial skills, past records, Management and working of other group companies evaluation of appropriative technology, availability or raw materials and utilities and safeguards against pollution, effluent disposal/treatment.
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## BLOCK III: EVALUATION AND FINANCIAL ASPECTS

UNIT 9      Project appraisal – Evaluation of commercial aspects: Estimation of demand supply gap, distribution channels and selling arrangements.

UNIT 10      Evaluation of financial aspects - I: Debt equity ratio, current ratio, debt service coverage ratio, return on investment.

UNIT 11      Evaluation of financial aspects - II: Security margin, internal rate of return and breakeven analysis.

## BLOCK IV: INDUSTRIAL SICKNESS AND MONITORING

- UNIT 12      Project appraisal – Economic analysis: Economies of scale, employment generation, social cost benefit analysis, contribution to government revenue.
- UNIT 13      Political stability, priority and evaluation of international competitiveness. Project monitoring – Post sanction supervision and follow up – Steps to improve recovery.
- UNIT 14      Industrial sickness: Warning signals and causes - Rehabilitation of a sick industrial unit– Role of the board for industrial and financial reconstruction (BIFR).

#### REFERENCE BOOKS:

7. B.B. Goel, Project Management: A Development Perspective, Deep and Deep Publications, New Delhi
8. A.K. Sengupta, Bank Credit to Industry, Skylark Publications, New Delhi.
9. Prasanna Chandra, Projects Preparations, Appraisal, Budgeting and Implementation, Tata McGraw Hill, New Delhi.

Objective:

- ## BLOCK I: BASICS OF INVESTMENT AND DERIVATIVES MARKET

## BLOCK II: ZERO GROWTH MODELS

UNIT 5	Swaps: Types, Features, Merits – Bond Basics – Bond Risks - Bond swaps.
UNIT 6	Equity Market: Equity investment – Nature and features – Factors governing equity market growth.
UNIT 7	Equity Valuation Models: Dividend model – Zero growth models – Constant growth model – Multiple growth models
UNIT 8	Models based on P.E. ratios – Earnings based models – Features and applications.

### BLOCK III: FACTOR AFFECTING VALUES

UNIT 9	Options Market: Concept – Types of options – Value of options.
UNIT 10 of	Valuation at expiration – Profit and losses on calls and puts – Profits and losses some option strategies.
UNIT 11 Meaning	Factors affecting the value of Call option and Put option – Index options and Features.

## **BLOCK IV: MARKET SECURITIES**

UNIT 12      Future Market: Concept and significance – Futures contract – Basis - Futures market – Selection of Index for the futures – Benefits of the Index based Futures.

UNIT 13      Returns on futures: Measurement and evaluation – Futures Vs Options.

UNIT 14      Government Securities Market: Meaning and Features - Instruments – Operations – Significance.

### *REFERENCES :*

1. Bhalla R K, Investment Management.
2. Preethi Singh, Investment Management.
3. Dr.PunithavathiPandian, Investment Management.
4. Gordon E &Natarajan K, Financial Market and Services.

## **35745 - GROWTH MANAGEMENT**

Objective:

- To understand the concept and techniques of growth management
- To analysis the growth management models

### **BLOCK I: BASICS OF GROWTH MANAGEMENT**

- UNIT 1 Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management ‘SIX-S’ Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance
- UNIT 2 Sinews: Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.
- UNIT 3 Strategizing Growth- Strategic thrusts for Growth- Improvement Strategies (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth
- UNIT 4 Venture Strategies: Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy-Ansoff’s model- McKinsey model- SWOT/TOWS model-

### **BLOCK II: ENVIRONMENT AND WARDING OFF ORGANISATION**

- UNIT 5 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- Choosing the strategic growth choice: Considerations of Internal and External Factors.
- UNIT 6 Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability-
- UNIT 7 Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan –
- UNIT 8 Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

### **BLOCK III: SECURING GROWTH IN DOMAIN**

- UNIT 9        Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner’s model of Crises Induced Growth-
- UNIT 10       Managing Growth fatigue: Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.
- UNIT 11       Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain,

#### **BLOCK IV: HARNESSING DIVERSITY AND RAPID GROWTH**

- UNIT 12       Geography & Spread domain and People & Organizational domain- Handling un-sought consequences of growth- Turning Risks into Opportunities.
- UNIT 13       Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation-
- UNIT 14       Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

#### **REFERENCES**

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2. Robert Slater, Jack Welch and the GE Way: Management Insights and Leadership, 1999.
3. Richard Leifer, et al, Radical Innovation,HBP, 2000.
4. Peter S Pande, 6 Sigma Way, McGraw Hill, 2000.
5. B Tucker & B Tucker, Driving Growth Through Innovation, Berrett-Koehler, 2002.
6. Jack Trout & Steve Rivkin, Differentiate or Die, John Wiley and Sons, 2008
7. Ram Charan and Noel. M. Tich, Every Business is a Growth Business, Three Rivers Press, 2000.
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9. Andrew Lester, Growth Management:Two Hats Are Better Than One, MacMillan, 2009
10. Feigenbaum, A V; Feigenbaum, D. S, The power of management innovation : McGraw-Hill, 2009
11. Timothy George Kotnour, Transforming Organizations,CRC Press 2009.
12. Rodolphe Durand, Organizational evolution and strategic management, Sage, 2006