



**Curriculum**

**For**

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

*(With effect from 2020-22 onwards)*

**(As approved by the Board of Studies, School of Finance and Commerce in its meeting held on 18<sup>th</sup> April 2020)**

## **Galgotias University**

Galgotias University's mission is to graduate socially responsible future technologists and business leaders with good communications skills, problem solving skills and an entrepreneurial spirit with a commitment to economic development. With a strong multidisciplinary knowledge base, graduates of GU will be well prepared to succeed in an increasingly competitive global economy. With a focus on multidisciplinary research and education and a learning model that emphasizes active learning, GU aspires to be globally known for innovation at the intersection of disciplines. GU's bold vision builds upon over a decade of excellence of Galgotias Institutions in engineering and business education. Galgotias Institutions have been nationally ranked by India Today, Business Today and Outlook for their programs in engineering. The record-breaking placement at Galgotias this year is an apt testimony to its focus on upholding the highest academic standards right from selecting top faculty, introducing world-class pedagogical practices to personality development of the students.

### **University Vision**

"To be known globally for value-based education, research, creativity and innovation."

### **University Mission**

- Establish state-of-the-art facilities for world class education and research.
- Collaborate with industry and society to align the curriculum,
- Involve in societal outreach programs to identify concerns and provide sustainable ethical solutions.
- Encourage life-long learning and team-based problem solving through an enabling environment.

### **School Vision**

"To be one amongst the well-known Finance and Commerce institutions globally that imparts value-based, rigorous and inter-disciplinary education"

### **School Mission**

1. To nurture aspiring professionals in the area of Finance and commerce by providing strong fundamental knowledge of the subject and its linkages with other areas of study
2. To enable learners to understand the dynamic and ever-changing socio-economic and technological Environment and to comprehend its impact on Business through innovative pedagogical approaches such as case studies and simulations etc.
3. To foster a culture of learning, innovation, collaboration and research through individual and team-based exercises such as book reviews, group discussion and role plays etc.

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

**About the Program:** The MBA (Financial Management) program is a two- Year full time post graduate professional program in finance spread over four semesters leading to Master Degree in Finance designated as MBA (Financial Management). The program at the School of Finance and Commerce has been designed to cater to the growing needs of corporate, banks, capital market, insurance, real estate, Multinationals, Government and Semi-Government organizations for students aspiring to be qualified finance professionals. It is estimated that more than twenty lakhs jobs are likely to be created in next five to ten years in banking and financial sectors of Indian economy. The program seeks to equip the participants with conceptual and analytical skills for financial decision making.

he students would be provided with specialized knowledge and skills in various areas of Finance such as Managerial Finance, Capital Market, Investment Analysis and Portfolio Management, Financial Econometrics, Equity Research, Financial Services, Infrastructure finance, International Finance and Accounting , Financial Derivatives and Risk Management, Project Appraisal, etc. along with the necessary inputs in the basic areas of managerial decision making such as Organizational Behavior, Managerial Economics, Quantitative Techniques, Financial Accounting , Corporate Tax and Laws, and Information Technology etc. Students are required to undergo an industry internship training for a period of 6 to 8 weeks in a business / corporate establishment so as to have practical and real life experience of organizational functioning and also to write a project report on any issue /problem/case relating to financial and managerial aspects of business decision making process as a part of the fourth semester of the program. With the knowledge and skills obtained through this program, students will be able to take rational financial decisions in any complex and challenging environment, locally as well as globally, while rendering their job as successful finance professionals and entrepreneurs.

### **Program Educational Objectives (PEOs)**

**PEO 1:** The Graduates will establish themselves as effective finance professionals by solving real problems through use of knowledge and techniques in the critical areas of finance.

**PEO 2:** The Graduates will exhibit the necessary skills for immediate employment as well as for life-long learning and research in advanced areas of finance and business.

**PEO 3:** The Graduates will demonstrate ethical financial governance practices for the sustainability of business enterprise, and ascertain the impact of these decisions on all stakeholders.

### **Program Specific Outcomes (PSOs)**

On completion of the MBA- FM program the students will be able to

**PSO 1:** Identify, formulate, and analyze commercial and financial issues reaching validated conclusions based on globally available data and through specialized financial software

**PSO 2:** Comprehend the need, significance and methodology of Financial decision making aimed at an ultimate objective of Shareholder wealth maximization

## Program Outcomes (PO's)

After completion of this program, the students will be able to:

**PO 1:** Apply conceptual financial knowledge to solve practical decision-making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.

**PO 2:** Develop a systematic understanding of finance and its impact on people, businesses and the economy.

**PO 3:** Apply current techniques, skills, and tools necessary for financial practice.

**PO 4:** Identify and analyze a problem, and use the appropriate financial skills for obtaining its solution.

**PO 5:** Demonstrate a critical awareness of market influences, increasing regulation, power of technology and social responsibility on function of finance.

**PO 6:** Demonstrate a critical awareness of current issues (e.g., diversity, sustainability, innovation, knowledge management, etc.) in finance

**PO 7:** Apply knowledge of information technology effectively by scanning, organizing, synthesizing and analyzing financial data in order to abstract meaning from information

**PO 8:** Function effectively on multi-disciplinary teams (Team work).

**PO 9:** Communicate effectively, both in writing and orally (Speaking / Writing skills).

**PO 10:** Recognize and address financial ethical issues and values and apply them in organizational settings. (Professional integrity)

## THE PROGRAM STRUCTURE

The Master of Business Administration (Financial Management) Program is divided into two parts. Each part will consist of two semesters.

		<b>Semester – Fall</b>	<b>Semester -Winter</b>
<b>Part I</b>	First Year	Semester – 1	Semester – 2
<b>Part II</b>	Second Year	Semester – 3	Semester – 4

## PROGRAM STRUCTURE

### Masters of Business Administration (Financial Management)

#### PART I: FIRST YEAR

First Year Part I examination shall comprise of two semesters:

#### SEMESTER-I

Course Code	Course Title	L	T	P	C
MBAF5001	Management Process and Organizational Behavior	3	0	0	3
MBAF5002	Managerial Economics	3	1	0	4
MBAF5003	Statistical Analysis & Research Methodology	3	1	0	4
MBAF5004	Financial Accounting and reporting	3	1	0	4
MBAF5005	Information Technology for Managers	3	0	0	3
MBAF5006	Information Technology for Managers (Lab)	0	0	2	1
MBAF5007	Indian Financial System	3	0	0	3
MBAF5008	Financial Management	3	0	0	3
MBAF5009	Financial Management (Lab)	0	0	2	1
MBAF 5020	Basic English Language (Lab)	0	0	2	1
	<b>Total Credits</b>				<b>27</b>

#### SEMESTER-II

Course Code	Course Title	L	T	P	C
MBAF 5011	Business Environment	3	1	0	4
MBAF 5012	Cost and Management Accounting	3	1	0	4
MBAF 5013	Corporate Legal Framework and Governance	3	0	0	3
MBAF5014	Security Analysis and Trading Operations	3	1	0	4
MBAF5015	Security Analysis and Trading Operations (Lab)	0	0	2	1
MBAF5016	Operations Research	3	1	0	4
MBAF5017	Marketing Management	3	0	0	3
MBAF5029	Foreign Language (Lab)	0	0	2	1
MBAF5032	Human Resource Management	3	0	0	3
	<b>Total</b>				<b>26</b>

## PART II: SECOND YEAR

Second Year Part II examination shall comprise of two semesters:

### SEMESTER – III

Course Code	Course Title	L	T	P	C
MBAF 6019	International Financial Management	3	1	0	4
MBAF 6020	Fixed Income Securities and Treasury Management	3	1	0	4
MBAF 6021	Portfolio Management	3	1	0	4
MBAF 6022	Financial Derivatives and Risk Management	3	1	0	4
MBAF 6023	Financial Services	3	0	0	3
MBAF 6024	Fund Management in Banking and Insurance	3	0	0	3
MBAF 6025	Industry Internship	-	-	-	6
	<b>Total</b>				<b>28</b>

### SEMESTER-IV

Course Code	Course Title	L	T	P	C
MBAF 6026	Strategic Financial Management	3	0	0	3
MBAF6039	Personal Finance and Taxation	3	1	0	4
-	Elective I	3	0	0	3
-	Elective II	3	0	0	3
MBAF6043	Auditing and Assurance	3	1	0	4
MBAF6044	Performance Management	3	1	0	4
	<b>Total</b>				<b>21</b>
	<b>Total Credits</b>				<b>102</b>

#### Elective Courses

A student is required to opt for any two elective courses out of available elective courses at the commencement of fourth semester. The School will announce in the beginning of the respective semester, the list of electives which will be offered during the semester depending upon the availability of concerned faculty and the demand of electives.

#### List of Elective courses (any two of the following)

Course Code	Elective Courses
MBAF 6028	Commodity Derivatives and Real Estate Markets
MBAF 6029	Investment Banking
MBAF 6030	Management of Insurance Business

MBAF 6031	Actuarial Science
MBAF 6032	Financial Econometrics and modeling
MBAF 6033	International Accounting
MBAF 6034	International Banking
MBAF 6035	Financial Management of Public Enterprises
MBAF 6036	Infrastructural Finance
MBAF 6037	Project Management
MBAF 6038	Mergers and Acquisitions
MBAF 6040	Entrepreneurship and New Ventures
MBAF 6041	Financial Technology (FINTECH)
MBAF 6042	Analytics

### **Industry Internship**

A student should be placed in any business establishment to do full time work in fulfilment of the requirement of the course MBAF6025- industry internship of the MBA-FM program. The program will carry 06 credits and will be undertaken between the second and third semester and will be evaluated at the end of the third semester.

#### **Assessment Pattern (Across all courses except Lab, Industry Internship and University Core)**

<b>Component</b>	<b>IA</b>	<b>MTE</b>	<b>ETE</b>	<b>Total</b>
<b>Marks</b>	<b>35</b>	<b>15</b>	<b>50</b>	<b>100</b>

#### **Assessment Pattern (Across all Lab Courses and Industry Internship except University Core)**

<b>Component</b>	<b>IA</b>	<b>ETE</b>	<b>Total</b>
<b>Marks</b>	<b>50</b>	<b>50</b>	<b>100</b>

## COURSE SYLLABUS

### MBAF5001: MANAGEMENT PROCESS & ORGANISATIONAL BEHAVIOUR

**Course Description:** This course is aimed at inculcating managerial skills in the students and enabling them to understand the importance and role of managers in the growth of organization. The increasingly competitive and demanding business environment has created new challenges for organizations wherein understanding and managing people's behaviour has been one of the most crucial factors. This course is designed to help the students to gain insight about the individual's personality, attitude, motivation, group dynamics and organizational culture to become effective management professionals.

#### Course Outcomes:

On completion of this course, the students will be able to:

1. Examine central theories and concepts in organizational behaviour which provide students with in-depth understanding of human behaviour issues in organizations.
2. Apply the knowledge of dynamics of human behaviour and different personality and perceptual attributes in an organizational context as well as in real life situations.
3. Identify the various leadership styles and the role of leaders in a decision-making process and discuss the impact of motivation in the workplace.
4. Describe the relationship between general group and team management with various structures and techniques.
5. Explain organizational culture, power and politics and describe their dimensions in an organization in managing individual behaviour.

#### Course Contents:

Units	Number of Lectures
<b>Unit I: Fundamentals of Management &amp; Organizational Behaviour</b> Concept and Scope of Management, Functions of Management, Progress in Management area, Process of Planning, Delegation, Decentralization & Staffing, Nature & Scope of Organizational Behaviour, Predecessors of OB, Subsequent phases of Hawthorn Studies, Emerging Challenges in OB.	8
<b>Unit II: Understanding and Managing Individual Behaviour</b> Individual differences and Personality, Determinants of Personality, Big Five model of Personality Meaning and Process of Perception, Perceptual errors like halo effect, stereotypes etc. Meaning and formation of Attitudes, Workplace Attitudes – Job Satisfaction, Organizational Commitment etc.	8
<b>Unit III: Group Dynamics and Organizational Conflict</b> Informal and Formal Groups, Groups vs. Teams, Stages of group formation, Benefits of groups and teams Meaning and Sources of conflicts, types of conflict, conflict management styles and strategies.	6
<b>Unit IV: Motivation and Leadership</b> Meaning and Process of Motivation, Theories of Motivation – Theory X and Theory Y, Maslow's Need Hierarchy, Herzberg's Two Factor theory, ERG theory, The nature of leadership; Trait & Behavioural approaches of leadership, Blake & Mouton's Managerial grid, Leadership styles and implications.	9
<b>Unit V: Organizational Culture, Power and Stress Management</b> The basic nature of organizational culture, Forms of organizational culture, Organizational behaviour across cultures – Conditions affecting multinational operations Bases and types of Power, Power tactics Sources and types of stress,	9



individual and organizational factors causing stress, consequences of stress on individual and organization, stress management strategies.	
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**Text Books:**

1. T.N Chhabra, Management Process and Organisational Behaviour, Sun India Publications.

**Reference Books and Supplementary Resources:**

1. Robbins; S.P., Coulter, M.K. &Vohra, N. Organizational Behaviour, Pearson Education.
2. Luthans Fred, Organizational Behaviour, McGraw Hill International, New York,.
3. Robins S.P., Organizational Theory: Structure Design and Application, Prentice Hall of India Pvt. Ltd.
4. McShane & Glinow, Organizational Behaviour, McGraw Hill Publication.

## MBAF 5002: MANAGERIAL ECONOMICS

**Course Description:** This course provides an introduction to decision making within firms from an economic perspective. It is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools & techniques. It will also look at recent developments in business in the context of economic theory.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Explore managerial economics and decision making in modern context of firms.
2. Comprehend the demand function, elasticity of demand and demand forecasting techniques.
3. Analyze and explain production function, cost function and theories of production.
4. Explain price determination and its practice by different market structure.
5. Describe classical and neo classical theory and Planned Approach to Economic Development in India

### Course Contents:

Units	Number of Lectures
<b>Unit I: Nature and Scope of Managerial Economics</b> Managerial economist's role and responsibilities, Theories of the firm – Managerial theory, Behavioral approach, Growth theory, Satisfying theory etc. Relevance of Profit maximization in the modern context, measurement and policies on profit maximization, managerial Economics and decision making.	5
<b>Unit II: Demand Analysis</b> Individual and market demand functions; law of demand, determinants of Demand. Elasticity of demand- its meaning and importance, Price elasticity, income elasticity and cross elasticity, using elasticity in managerial decisions, Demand Function, Demand estimation for major consumer and durable goods, Demand forecasting techniques.	8
<b>Unit III: Production Theory</b> Production function with one and two variable inputs, Cobb-Douglas production function, Estimation of production function, cost theory and estimation, Economic value analysis, Short and long run cost functions- their nature, shape and inter relationship, Estimation of a short-run cost function.	7
<b>Unit IV: Price Determination and Practice</b> Price Determination under different market conditions: Characteristics of different market structures, Price and output decisions under perfect competition, monopolistic competition, oligopoly and monopoly, Pricing Practices: Methods of Price determination in practice, Pricing of multiple products, Price discrimination, International price discrimination, dumping and transfer pricing.	8
<b>Unit V: National Income and Employment</b> Classical theory, Keynesian theory, neo-classical theory; Consumption function, Investment function, Investment multiplier and its	12

determinants, Foreign trade and budget multipliers. Trade Cycles: Theories of trade cycles and business behavior. Planned Approach to Economic Development in India, Monetary and Fiscal Policies and Their Effect on Business and investment.	
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**Text Books:**

1. Petersen H. Craig, Lewis W. Chris, Jain K. Sudhir, Managerial Economics, Pearson Education.
2. Mehta. P.L, Managerial Economics. Sultan Chand sons, New Delhi.

**Reference Books and Supplementary Resources:**

1. Dominick, S., Managerial Economics a Global Economy, McGraw Hill Inc., Princeton.
2. Dornbusch, R. and Stanley Fisher, Macroeconomics, McGraw Hill, New York.
3. Koutsoyiannis, A. Modem Micro Economics, Macmillian Press Ltd.
4. Paul A Samuelson. William D Nordhaus. Economics, (Indian adaptation by SudipChaudhuri and AnindyaSen), Tata McGraw Hill.
5. Christopher R. Thomas & S. Charles Maurice, Managerial Economics, Tata McGraw Hill, New Delhi.
6. Truett&Truett (2004). Managerial Economics. John Wiley & Sons Inc.
7. Chaturvedi, D.D. & Gupta S.L., Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.
8. Salvatore, D., Managerial Economics in a Global Economy. Irwin, McGraw-Hill.
9. Dholakia, R.H. &Oza, A.N., Micro Economics for Management Students. OUP, New Delhi.
10. Keating Berry and Wilson, J H.,An Economic Foundation for Business Decisions. BiztantraPublication, New Delhi.
11. Damodaran S, Managerial Economics.

## **MBAF5003: STATISTICAL ANALYSIS AND RESEARCH METHODOLOGY**

**Course Description:** The course provides an overview of research methodology and statistics. It is designed to emphasize methodology through providing an understanding of research methods, data analysis, enhanced research literacy and how such tools can be used for solving practical issues faced by business organizations.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Describe an advanced understanding of research methods and data analysis.
2. Compare and contrast different approaches to probability and probability distribution.
3. Apprehend the inherent difficulties in the determination of sample selection, construction of research hypothesis and also emphasize on parametric tests used for the analysis of research.
4. Investigate non-parametric tests as well as identify appropriate tests according to the scale of data.
5. Compose and demonstrate the structuring of the entire research methodology for research.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Descriptive Statistics</b> An overview, measures of Central Tendency, Measures of Dispersion, skewness, kurtosis, Index number, Time series Analysis, Correlation and Regression Analysis.	8
<b>Unit II: Probability and Probability Distribution</b> Approaches to probability, conditional probability, Baye's Theorem, Binomial, Poisson and Normal distribution, statistical decision theory.	10
<b>Unit III: Sampling and Test of Significance</b> Sampling and Sampling Distribution, Null Hypothesis, Standard Error, Large sample test, small sample test, t-test, F-test, Analysis of Variance.	6
<b>Unit IV: Non Parametric Test</b> Chi – Square, Sign Test, Median Test, Rank correlation.	8
<b>Unit V: Research Methodology</b> Introduction to Research, Types of Research, Research Process, Methods and Techniques of Data Collection, Formulation of hypothesis, Research Problem, Research Design, Interpretation and Report writing.	8

### **Text Books:**

1. Levin, R.I. and D.S. Rubin, Statistics for Management, Prentice-Hall of India.
2. Kothari, C.R., Research Methodology, methods and techniques, New Age International Publishers.

**Reference Books and Supplementary Resources:**

1. Aczel, Amir D., and Sounderpandian, J., Complete Business Statistics, Tata McGraw Hill Publishing.
2. Anderson, Sweeny and Williams, Statistics for Business and Economics, Cengage Learning, New Delhi.
3. Vohra, N. D., Business Statistics, Tata McGraw Hill Publishing Company, New Delhi.
4. Levine, D. M., et al., Statistics for Managers, Prentice-Hall of India.

## **MBAF5004: FINANCIAL ACCOUNTING AND REPORTING**

**Course Description:** This course focuses on the role of the accounting function external to organizations. It takes a broad view of financial accounting and reporting encompassing accounting concepts, the accounting model, measurement processes, financial statements, the accounting cycle, monetary and fixed assets, inventory, current and long-term liabilities. The knowledge will help students to understand how to prepare financial statements and how the same can help in managerial decision making.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Describe the objectives of financial reporting and understand the accounting cycle
2. Prepare trial balance, P&L, balance sheet and bank reconciliation statement
3. Compose final accounts of company for issue, forfeiture, redemption transaction, also prepare final accounts for non-profit organisations.
4. Examine the conceptual framework for financial accounting and reporting.
5. Comprehend the procedural requirements of Corporate Reporting and harmonization of IFRS & Ind AS 2015

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction</b> Accounting Information System, Generally Accepted Accounting Principles, Accounting cycle and accounting equation, Accounting Books: Journal, Ledger and subsidiary Books. Reading of Balance Sheet and analysis – Manufacturing and Service Sectors.	7
<b>Unit II: Final Accounts</b> Preparation of Trial Balance, Profit and loss account and Balance Sheet, Bank Reconciliation Statement.	8
<b>Unit III: Final Accounts of Companies</b> Issue and forfeiture of shares and debentures, redemption of shares and debentures, profit and loss A/c, Balance Sheet and Cash Flow Statement. Final accounts of non-profit organizations.	8
<b>Unit IV: Conceptual Framework of Financial Accounting and Reporting</b> Measurement and reporting of revenues, expenses, gains and losses. Depreciation methods. Adjustments for changing prices, Cash Flow analysis. Financial statement analysis. Ratio analysis.	12
<b>Unit V: Corporate Reporting</b> Objectives, disclosure requirements, periodic and segment reporting, Harmonization of corporate reports. Accounting Standards – International and Indian: IFRS and Ind AS 2015.	5

**Text Books:**

1. Hanif& Mukherjee; Financial Accounting; Tata Mcgraw Hill Publishing Co. Ltd., New Delhi.

**Reference Books and Supplementary Resources:**

1. Sehgal Ashok, Sehgal Deepak: Advance Accounting, Taxman Allied Services, New Delhi
2. Monga J R: Fundamentals of Corporate Accounting, Mayoor Paperbacks, New Delhi
3. Monga J R: Financial Accounting – Concepts and Applications, Mayoor Paperbacks, New Delhi
4. Beams, F.A: Advanced Accounting, Prentice Hall, New Jersey;
5. Engler C., Bernstein L.A. and Lambert K.R: Advanced Accounting, Irwin, Chicago.

## **MBAF5005: INFORMATION TECHNOLOGY FOR MANAGERS**

**Course Description:** The course helps students to learn how to manage and effectively using information technology in business functions. In contemporary and evolving dynamics of world of finance, it is imperative to understand the strategic use of IT and how to apply technology when developing a corporate strategy. This course makes the students learn how creative organizations have integrated technology with strategy, allowing them to gain and sustain competitive advantage, and how technology facilitates the operation of global firms. The course equips the students to exploit information technology to enhance their professional and personal performance as an expert of financial management.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Describe emerging technological issues facing management so that students can effectively manage information systems in the organization.
2. Apply IT related resources to make major improvements in the functioning of the Business
3. Develop sufficient familiarity with the technology to be able to make effective management decisions.
4. Design a better management information system in the organisations.
5. Apply emerging tools and technologies to optimise business functioning

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Computer Fundamentals</b> Hardware, Firmware, Live-ware. Software: Relationship between hardware and software. System Software: Operating system, Translators, interpreter, compiler, assemblers, linkers. Overview of operating system, function of operating system. Application software: General Purpose Packaged Software and tailor-made software.	6
<b>Unit II: Networks and Internet</b> Introduction to networking; Importance of networking; Communication devices such as Modem and wifi/router. Features of Networking. Anatomy of Internet. Internet Protocols. Search Engines. Social media for managers: HR and Marketing.	6
<b>Unit III: Database Management System</b> Traditional file Environment. Identification of Relevant data. Database, Evolution of Database Technology, Database format. Data redundancy. Database management systems. Big data. Data mining and warehousing.	6
<b>Unit IV: Information Systems</b> Role of Managers in Information Technology: Using technology to transform organizations, Interpreting and understanding information. Basics of information systems: Meaning, Need of an efficient information System. Type of Information system; Information requirement for Planning, Coordination, and control for various levels in Business. Management Information System: Meaning, concepts, input and output of MIS with illustration. Decision Support system: Introduction, Decision	12



making, DSS concept, objective. Knowledge-Based Information System: Introduction, Expert system, User interface, knowledge base, advantages and disadvantages, illustrating an expert system.	
<b>Unit V: Emerging Trends in IT</b> Intelligent systems; digital convergence, data analytics, cloud computing, E-Commerce. M-Commerce. Internet banking. Payment gateways. Issues for senior management: Management control of Information Technology. Security issues. Vision and plan for IT, Investment decisions for IT; Social responsibility and IT; Future of IT.	10

**Text Books:**

1. Lucas, H.C., Information Technology for Management, Tata- McGraw Hill.
2. H.N. Tivari and Hen Chand Jain, Computer Fundamental and Essential Tools, International Book House, Pvt. Ltd.
3. Rajaraman, V. *Introduction to Information Technology*. PHI.

**Reference Books and Supplementary Resources:**

1. Monely D; Parker C S, Understanding Computers Today & Tomorrow, Cengage/Thomson
2. Turban, Rainer and Potter, Introduction to information technology, John Wiley and sons.
3. James, A. O'Brien, Introduction to Information Systems. TMH
4. Norton, P, Introduction to computers. TMH
5. Rajaraman, V, Introduction to Information Technology. PHI.
6. Ram, B. Computer Fundamentals. New Age Publications
7. Rajaraman , V. *Analysis and design of information Systems*. PHI.
8. Sadagopan, S. *Management Information Systems*. PHI.
9. Laudon, Kenneth C. and Jane P. Laudon (2003). *Management Information Systems*. PHI.

## **MBAF5007: INDIAN FINANCIAL SYSTEM**

**Course Description:** The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies the course also focuses on the working of money market, capital market NBFC's and the regulatory framework provided by RBI.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Understand the financial system, its elements and their linkages.
2. Develop sufficient familiarity about the financial markets, instruments and services.
3. Comprehend the regulatory framework within which the financial systems operate in India.
4. Examine the functioning of Reserve Bank of India and to understand it's management.
5. Differentiate between Banking and Non- Banking Financial Institutions and discuss it's functioning.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction:</b> Meaning, role and functions of financial system, Organized and unorganized financial system Financial system and economic development, Indian financial system-an overview, components of financial system.	5
<b>Unit II: Money Markets:</b> Money Markets: Meaning, features of organized and unorganized, Role and functions of Discount and Financing House of India (DFHI); Money markets Instruments: Treasury Bills, Certificate of Deposits, Commercial Paper, Call money, Commercial bills, Inter-corporate deposits, Inter-bank participation certificates.	10
<b>Unit III: Capital Markets</b> Capital Markets: Meaning, Role and importance, Financial Instruments of Capital Markets, Commercial Bank, Cooperative banks and regional rural banks – functions, management and investment policies; Debt Market.	12
<b>Unit IV: Reserve Bank of India</b> Reserve Bank of India: Organization, Management and functions. Credit Control, Basel rules, prudential norms.	7
<b>Unit V: Non-Banking Financial Institution</b> Concept and role of non-banking financial institutions, sources of finance, functions, investment policies of non-banking financial institutions in India. Need for Unified Regulatory System.	6

### **Text Books:**

1. Khan. M Y: Indian Financial System, Tata Mc.Graw Hill, Delhi
2. BholeL.M: Financial Markets and Instruments, Tata McGraw Hill, Delhi.

**Reference Books and Supplementary Resources:**

1. Addhani: Investment and Securities Markets in India, Himalaya Publication, Delhi.
2. Giddy I.H: Global Financial Market, AITBS, Delhi.
3. Ghosh, D: Banking Policy In India, Allied Publication, Delhi.

## MBAF5008: FINANCIAL MANAGEMENT

**Course Description:** Financial management is concerned with the procurement allocation and control of financial resources of a firm. This course is designed to expose the student to concepts, techniques and practices of financial management along with activities and decisions undertaken by the financial managers. It encompasses planning of financial recourses, designing an optimal capital structure and effective utilization of financial resources through the usage of the tools of cost of capital and capital budgeting. It helps in developing the understanding of various facets of financial management through case studies and problem solving.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Develop basic understanding of Financial Management working and consequent decisions.
2. Analyse the various long-term investment strategies by an organisation and its effect on the value of firm
3. Identify the various constituents of cost of capital of a company and understand the relevance in affecting the overall valuation of the firm.
4. Appraise difference between financing and dividend decision and its effect on the value of the firm
5. Apply the various tools and techniques to manage cash, inventory and receivables in a firm.

### Course Contents:

Units	Number of Lectures
<b>Unit I: Introduction to Financial Management</b> Finance Function, scope and objectives of financial management, wealth maximization versus profit maximization, agency theory, concept of time value of money: risk and return framework	6
<b>Unit II: Capital Budgeting</b> Concept of Capital Budgeting, Types of capital budgeting decisions, Terminology, Techniques of capital budgeting: Discounted Cash flow techniques: Discounted Payback period, NPV, IRR, ARR, and PI methods. Capital budgeting decisions under risk and uncertainty, Investment decision and capital rationing.	9
<b>Unit III: Cost of Capital</b> Basic concept and significance of cost of capital, explicit cost and implicit cost, Cost of debt, cost of equity, cost of preference shares, cost of retained earnings. Concept of opportunity cost of capital, CAPM approach to cost of capital, weighted average cost of capital, historical and marginal cost of capital, Book value versus market value weights.	8
<b>Unit IV: Financing &amp; Dividend Decisions</b> Leverage: Operating, Financing & Combined Leverage. The Firm's Capital Structure: Types of Capital, Capital Structure Theory, Trade-Off Theory, Optimal Capital Structure, Designing Capital Structure, EBIT–EPS	9

Approach to Capital Structure; Dividend Fundamentals: Concept of dividend and dividend policy, Types of dividend, Determinants of dividend policy, Theories of dividend- Walter Model, Gordon Model, and M-M Hypothesis, relevance of Dividend policy under market imperfections, informational content of dividends.	
<b>Unit V: Working Capital Management</b> Concept, Types of working capital: Cash management, debt management and inventory management; operating cycle, estimation of working capital, financing of working capital.	8

**Text Books:**

1. I. M. Pandey, Financial Management, Vikas Publication.

**Reference Books and Supplementary Resources:**

1. Prasanna Chandra, Financial Management, TMH.
2. James C Van Horne, Jr. Van Horne & Wachowicz, Financial Management, Prentice Hall.
3. Srivastava, Rajiv and Mishra, Anil, Financial Management, Oxford Publishing House.
4. Khan and Jain, Financial Management, TMH.
5. J.K Singh, Fundamental of Financial Management, Galgotias Publication.

## **MBAF5009: FINANCIAL MANAGEMENT (LAB)**

**Course Description:** in the light of advancements in information technology and its usefulness on every business decision, this course is designed to expose the student to basics of financial management in an organization and how with the usage of information technology managerial decision making becomes comparatively easier. Students will learn how to analyze an investment proposal and also financing and dividend decisions in real life scenarios. It will help the students in learning to use excel worksheet to calculate time value of money, NPV and IRR and other finance functions.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Identify the conceptual framework of Financial Management.
2. Demonstrate an understanding of various decision areas and its effect on the value of the Firm.
3. Make use of Excel sheet for calculation of present value and future value.
4. Analyze various capital budgeting techniques like NPV, IRR with the help of excel valuations
5. Evaluate financing decisions with the help of Excel formulae.

### **Course contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Basic of Financial Management and Basics Of Excel</b> Introduction to Financial management, meaning of financial management-meaning, scope and objectives. Basic of excel sheet- rows, column, active worksheet, how to put basic finance formula, other finance function in excel sheet.	3
<b>Unit II: P&amp;L and Balance-Sheet in Excel</b> Practice sessions on Balance-sheet, Practice session on Profit and Loss account.	3
<b>Unit III: Time Value of Money</b> Excel formula for future value and Present value: Excel formula for Future value of annuity, Excel formula for future value of uneven cash flow and even series of cash flow, Excel formula for present value of annuity, Excel formula for present value of uneven cash flow and even series of cash flow, excel formula for present value of single cash flow.	3
<b>Unit IV: Capital Budgeting Decisions</b> Excel formula for Net Present value of project with even and uneven cash flow, internal rate of return excel formula to calculate NPV of the project, Practice sessions for calculation of NPV of project practice to calculate IRR, practice for IRR.	5
<b>Unit V: Cost of Capital</b> Excel formula to calculate Rate or Investment on source of capital, Excel formula to calculate cost of preference shares, Cost of equity and cost, of debt. Practice sessions on Cost of equity cost of debt and cost of preferenceshares.	5

**Text Books:**

1. Bodhanwala, R.J., Financial Management Using Excel spread sheet, Taxman Allied services.

**Reference Books and Supplementary Resources:**

1. I. M. Pandey, Financial Management, Vikas Publication.
2. Prasanna Chandra, Financial Management, TMH.
3. James C Van Horne, Jr. Van Horne & Wachowicz, Financial Management, Prentice Hall.

## SEMESTER 2

### MBAF5011: BUSINESS ENVIRONMENT

**Course Description:** The course will help students learn about the various dimensions of business environment. It seeks to familiarize the students with various aspects of economic, social, political & cultural environment of India. It intends to provide a deeper understanding of the environmental factors which influence global enterprises. Case studies as pedagogical tool would be used to introduce the students to the environment in which the businesses operate.

#### Course Outcomes:

On completion of this course, the students will be able to:

1. Describe the environmental forces that affect the organization/firm's ability to acquire and serve their customers.
2. Explain how changes in the demographic, economic, technological, political and cultural environments affect business decisions.
3. Identify the major trends in the firm's global environment and discuss how companies can react to the international environments.
4. Examine core concepts and methods from ecological and physical sciences and their application in environmental problem solving.
5. Enable students to face the challenges of a complex global and interconnected world.

#### Course Contents:

Units	Number of Lectures
<b>Unit I: Indian Business Environment &amp; Globalization</b> Concept, Characteristics, and relevance of Business environment. Types of environment: internal & external environment, micro and macro environment; positive and negative controls; direct and indirect control; Transition from Planning to Market.	6
<b>Unit II: Economic, Political and Legal Environment</b> Economic Environment- Liberalization, Privatization and Globalization; Policy Environment: Monetary and Fiscal Policy; Political Environment: Centre –State relations. Legal Environment: Consumer Protection act 1986; Competition Act 2002; FEMA 1998.	10
<b>Unit III: Socio-Cultural Environment</b> Nature and Impact of Culture on business; Culture and globalization; social responsibilities of business; Demographic environment- population size, birth rate, death rate, age structure, migration and ethnic aspects. Demographic Dividend.	5
<b>Unit IV: Natural &amp; Technological Environment</b> Technology & competitive advantage; Changing technological environment, Role of R& D in Industry, difference in the levels of	7



science & technology across countries , Natural Environment- Environmental protection & sustainable industrial development, Environmental Degradation, Environmental policy, EMS Standard, ISO 1400; Environmental Clearance for a firm; Environmental concerns in developing countries- Pollution Haven Hypothesis.	
<b>Unit V: International Business Environment</b>  International Business Theories; Liberalisation: Tariff and Non-tariff barriers; World Trade Organization; Recent Trends and main Drivers of International Trade. Regional Blocks: Regional Integration Agreement (RIAs) and Trade – Economic Integration. Effects of RIAs; Types of RIA; Regional Integration Agreements and Foreign Investment; Making Regionalism Complimentary to Multilateralism, Global Financial Integration, Integration and growth; Structural forces driving private capital flows to developing countries; Volatility arising from international environment; Effects of integration on domestic financial system.	12

#### **Text Books:**

1. Cherunillam, F., “Business Environment”, Himalaya Publication (latest edition).
2. Bhalla V.K. & Ramu S. S., “International Business Environment”, Anmol Publications Pvt. Limited (latest edition).
3. Hill, C. & Jain, A., “International Business”, McGraw Hill Higher Education (latest edition).

#### **Reference Books and Supplementary Resources:**

1. Aswathappa, K., “Essentials of Business Environment”, Himalaya Publishing House, New Delhi.
2. Paul, J., “Business Environment: Text and Cases”, Tata McGraw Hill, New Delhi.
3. Cherunilam, F., “International Business: Text and Cases”, PHI Learning Pvt. Ltd .
3. Datt, R. & Sundhram, K.P.M., “Indian Economy”, S. Chand Company Ltd., New Delhi.
4. Mishra S. K. & Puri V.K., “Indian Economy”, Himalaya Publishing House, New Delhi.

## MBAF5012: COST AND MANAGEMENT ACCOUNTING

**Course Description:** Management Accounting is an essential tool that enhances a manager's ability to make effective economic decisions. The course objective is to give students a good understanding about the concepts and techniques of management accounting. These issues will be explained against the background of a fast-changing global market. After an introduction, we will focus on the interaction of Management Accounting and the business process. We will use accounting techniques for Planning and Control i.e "Budgeting", "Variance Analysis" and "Management Control System" will be discussed.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Develop an understanding of various cost concepts and the classification, allocation and accumulation of costs.
2. Evaluate and apply the financial information and various decision-making tools to make sound business decisions.
3. Apply the theoretical and practical aspects of the planning and control functions within an organization.
4. Compare the costs and benefits of different conventional and contemporary costing systems and learn the ways to manage cost under various situations.
5. Develop the understanding of the responsibility accounting and different methods of evaluating performance of different segments of an organization.

### Course Contents:

Units	Number of Lectures
<b>Unit I: Introduction</b> Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost: Materials, Labor and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.	6
<b>Unit II: Marginal Costing and Applications in Decision Making</b> Marginal Costing Vs Absorption Costing; Cost-Volume-Profit (CVP) Analysis Contribution Margin; Break-Even Analysis; Profit Volume (P/V) Analysis; Multiple Product Analysis; Differential Analysis; Types of Managerial Decisions- Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product Mix, Pricing Decisions.	10
<b>Unit III: Standard Costing and Budgeting</b> Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labor, Overhead; Managerial Uses of Variances, Budgeting: Concept of Budget, Budgeting and Budgetary Control, Objectives and Functions of Budgeting, Behavioral Dimensions of Budgeting, Advantages and Limitations of Budgetary Control, Preparation of Different Types of Budget: Sales Budget, Production Budget, Material Budget, Cash Budget, Fixed Vs. Flexible Budget, Concept of Master Budget; Performance Budgeting; Zero Based Budgeting.	8
<b>Unit IV: Cost Management</b>	8

Activity based approaches in management and cost analysis, techniques for profit improvement, cost reduction, value analysis, throughput accounting, Life Cycle Costing, Just In Time, Target Costing and Kaizen Costing.	
<b>Unit V: Responsibility Accounting</b> Concept of Responsibility Accounting; Responsibility Centres: Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting. Divisional Performance Measurement: Measures of Performance; Return on Investment (ROI) Vs. Residual Income (RI).	8

**Text Books:**

1. Vij, Madhu: Management Accounting, Excel Publishers.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India.
3. Lal J., “Advanced Management Accounting, Text, Problems and Cases”, S.Chand & Co., New Delhi.

**Reference Books and Supplementary Resources:**

1. Singh S.K., and Lovlen Gupta, Management Accounting, Pinnacle Publication House.
2. Madhu Vij, Management Accounting, Excel Book Publication.
3. Colin, D., Management and Cost Accounting, Thomson Learning.
4. Khan and Jain, Management Accounting, Tata McGraw-Hill.
5. Sahaf, M. A., Management Accounting: Principles and Practice, Vikas Publishing.
6. Arora, M. N., Cost and Management Accounting, Vikas Publishing.
7. Jhamb, H.V., “Management Accounting”, ANE Books Pvt. Ltd. New Delhi.
8. Maheshwari, S.N. & Mittal, S.N., Cost Accounting, Theory and Problems, Shri Mahabir Book Depot, New Delhi.

## **MBAF5013: CORPORATE LEGAL FRAMEWORK AND GOVERNANCE**

**Course Description:** Corporate Law and Governance assume an added importance in the corporate legislative milieu due to increasing emphasis on adherence to the norms of good corporate governance. Against this backdrop, an understanding of various provisions of the Companies Act as well as Corporate Governance Framework is necessary. Realizing the inevitability of having knowledge of Corporate Law and Governance Framework, this course has been designed to make the learners conversant with the critical provisions of Companies Act 2013 and Corporate Governance Framework in Indian as well as International context.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Explain the regulations of registered companies with reference to various provisions of Companies Act.
2. Evaluate the process of incorporation of company and financing of companies.
3. Apply rules and provisions related to the meetings, appointment of directors, auditors and voting.
4. Describe issues related to Corporate Laws and Governance.
5. Analyze international perspectives related to corporate governance

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction to Company Law</b> Definition and characteristics of a company; lifting of corporate veil; types of companies including one-person company, small company and producer company; association not for profit, illegal association; Formation of company –promoters, their legal position, pre incorporation contract and provisional contracts; online registration of a company.	5
<b>Unit II: Incorporation and Financing of Companies</b> Documents–Memorandum of association, articles of association, doctrine of constructive notice and indoor management, prospectus-shelf and red herring prospectus, misstatement in prospectus; GDR; book building; issue, allotment and forfeiture of share, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares.	7
<b>Unit III: Management and Control of Companies</b> Classification of directors, women directors, independent director, small shareholder’s director; disqualifications, director identity number (DIN); appointment; legal positions, powers and duties; removal of directors; meetings of shareholders and board; types of meeting, convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting.	8
<b>Unit IV: Corporate Governance Framework in India</b> Corporate boards and its powers, responsibilities, disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management	10

committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; Corporate governance in PSUs and banks.	
<b>Unit V: An International Perspective on Corporate Governance</b> Legislative framework of corporate governance in United Kingdom, USA, Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA), major corporate governance failures - Enron (USA); World.com (USA); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India).	10

**Text Books:**

1. Kapoor N.D, "Company Law", Sultan Chand & Sons, New Delhi (latest edition).
2. Sharma, J.P., "Corporate Governance, Business Ethics & CSR", Ane Books Pvt Ltd, New Delhi (latest edition).

**Reference Books and Supplementary Resources:**

1. Hicks, A. & Goo S. H., "Cases and Material on Company Law", Oxford University Press.
2. Gowar, LCB, "Principles of Modern Company Law", Stevens & Sons, London.
3. Ramaiya, "A Guide to Companies Act", Wadhwa and Company Nagpur.
4. Sharma J. P, "An Easy Approach to Corporate Laws", Ane Books Pvt Ltd, New Delhi.
5. Mallin, C. A., "Corporate Governance (Indian Edition)", Oxford University Press, New Delhi.
6. Sharma, J.P., "Corporate Governance and Social Responsibility of Business", Ane Books Pvt. Ltd, New Delhi.

## **MBAF5014: SECURITY ANALYSIS AND TRADING OPERATIONS**

**Course Description:** To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors and Portfolio management practices in India. Also to familiarize the students with the fundamental and technical analysis of the diverse investment avenues. The course again emphasis on the regulatory framework governed by SEBI to promote investor protection and transparency in the securities market.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Compare the various investment alternatives, and analyze the nature of risk and return associated with them.
2. Analyze and apply the different models of valuation of various securities.
3. Create and interpret the different technical charts for decision making.
4. Explain the structure of Indian Securities Market, its trading mechanisms and other related components.
5. Develop an understanding of the role of SEBI in regulating the securities market.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Nature and Scope of Security Analysis</b> Investment Versus speculation, investment process, investment attributes, Risk and Return: Security risk, types and measurement of security risk: systematic risk and unsystematic risk, beta coefficient of security and its application.	6
<b>Unit II: Return and Valuation of Securities</b> Approaches to valuation: Fundamental, Technical and Efficient market hypothesis. E-I-C framework, valuation models of bonds and equity shares. Introduction to Financial Derivatives: Futures and Options.	8
<b>Unit III: Technical Analysis and Efficient Market Hypothesis</b> Introduction to Technical analysis, fundamental approach, and EMH; Theories and tools of Technical analysis: Dow theory, point and figures, bar and line charts , moving average and other modern tools, limitations of technical analysis, meaning and form of EMH, test of stock market efficiency.	8
<b>Unit IV: Trading Operations</b> Indian Securities Market: An overview, Security market participants, Trading mechanism in stock market: Different types of orders, screen based trading and internet based trading, settlement procedure, types of brokers, listing of securities; Security market indicators- BSE Sensex and NSE Nifty and other security indices.	10
<b>Unit V: Regulatory Framework</b> Securities and Exchange Board of India (SEBI) guidelines and other regulations relating to investor protection, trading, procedure of trading, role of depositories and custodial services.	8

**Text Books:**

1. Donald E. Fisher & Ronald J. Jordan, Security Analysis and portfolio Management, Pearson (latest edition).
2. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw-Hill (latest edition).

**Reference Books and Supplementary Resources:**

1. Pandian, P., "Security Analysis and Portfolio Management", Vikas Publishing House Pvt. Ltd.
2. Singh, Y.P, Fundamental of Investment Management, Galgotias Publication Pvt. Ltd.
3. Dalton, J. M., "How the Stock Market Work", Prentice Hall, New Delhi.
4. Gupta, L.C., "Stock Exchange Trade in India", Society for Capital Market Research and Development, Delhi.
5. Machi Raju, H.R., "Merchant Banking", Wiley Eastern Ltd.; New Delhi.
6. Donel E. F. , Ronald I. J., "Security Analysis and Portfolio Management", Prentice Hall, New Delhi.
7. Avadhani, V. A., "Investment and Securities Market in India", Himalaya Publishing House.
8. Agarwal, S., "A Guide to Indian Capital Market", Bharat Publishers.
9. Puliani, R. & Puliani, M., "Manual of SEBI", Bharat Publication.

## **MBAF5015: SECURITY ANALYSIS AND TRADING OPERATIONS (LAB)**

**Course Description:** This course is designed to expose the students to the practicalities of trading in stock markets. This course includes various practical applications which provide a real-life perspective to the student in the areas of security analysis and trading operations through the usage of IT tools.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Develop an understanding of using the various stock trading applications and analysis of changes in prices of various stocks.
2. Apply the method of calculating return and risk of stocks on Excel sheet.
3. Demonstrate the application of valuing stock on MS excel using data available on various stock trading applications.
4. Analyse the various security markets indicators for purchasing stocks.
5. Comprehend the procedure of trading on stock exchange.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction to Stock Trading.</b> Learning the use of stock trading applications and websites. Comparing and analyzing the beta of stocks, analyzing stock price changes (Intraday and long-term investment).	4
<b>Unit II: Calculations of Risk and Return</b> Calculating the average return and risk of various securities listed on stock exchanges using MS excel.	4
<b>Unit III: Valuation of Securities</b> Valuation of shares or bonds on MS Excel by applying valuation method using data available on stock trading applications. Analyses of various charts and drawing resistance and support line in chart of any share. Introduction to derivatives - option and futures. Method of finding the quotes of options of any stock using stock trading applications (Money control).	4
<b>Unit IV: Security Market Indicators</b> Understanding the components of BSE Sensex, NSE Nifty and other security indices and comparing them.	6
<b>Unit V: Trading Operations</b> Method of opening a DMAT account, placing different types of order in stock market, closing a position on stock market, short selling etc.	2

### **Text Books:**

1. Donald E. Fisher & Ronald J. Jordan, Security Analysis and portfolio Management, Pearson.
2. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw-Hill.



**Reference Books and Supplementary Resources:**

1. Dalton, J. M., “How the Stock Market Work”, Prentice Hall, New Delhi.
2. Gupta, L.C., “Stock Exchange Trade in India”, Society for Capital Market Research and Development, Delhi.
3. Machi Raju, H.R., “Merchant Banking”, Wiley Eastern Ltd.; New Delhi.
4. Donel E. F. , Ronald I. J., “Security Analysis and Portfolio Management”, Prentice Hall, New Delhi.
5. Stock Trading Applications- Money control, Zerodha, Robinhood etc.

## MBAF5016: OPERATIONS RESEARCH

### Course Description:

This course enables the students to develop a scientific approach to decision making when solving business problems. The determination of the most efficient use of limited resources in maximizing some measure of benefits could be solved using the graphical method or algebraic method. It is therefore designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Develop basic understanding of quantitative models in decision making under limited constraints.
2. Explain the various method of transportation and appropriate assignment of duties.
3. Apply the basic understanding of inventory control & queuing theory.
4. Examine the basic understanding of Program evaluation & review technique and critical Path method (PERT/CPM).
5. Analyse game theory in Various Business Situations and adoption of right strategy in right situation.

### Course Contents:

Units	Number of Lectures
<b>Unit I: Linear Programming</b> Quantitative approach to management decision making, Mathematical formulation of linear programming problems and their solution using graphic approach and simplex algorithm. Duality, Sensitivity analysis.	8
<b>Unit II: Transportation &amp; Assignment</b> Solving the problem, Testing optimality MODI method. Cases of unbalanced problems, degeneracy, maximization objective, multiple solutions, prohibited routes and unacceptable assignments.	8
<b>Unit III: Queuing Theory &amp; Inventory Control</b> Elements of a queuing system. Models with Poisson arrival and services rates, single server and infinite and finite population. Techniques of selective control, Economic order quantity (EOQ) models-classical, gradual replenishment without shortages, price breaks and planned stock outs, Deciding optimum safety stock and reorder level.	8
<b>Unit IV: Project Scheduling and Management</b> PERT/CPM, Uncertainty of PERT, Early Start, Early Finish, Late Start Late Finish and Float, crashing of activity in CPM, Resource Leveling. Decision Making: Decision making environment, decision under uncertainty, decision under risk, decision tree analysis.	8
<b>Unit V: Game Theory</b> Game Theory, Cooperative and non-cooperative, Zero Sum Two Person Game, Saddle Point, Graphical Method, Approximation Method, Pure Mixed Strategy.	8

**Text Books:**

1. Vohra N.D., “Quantitative Techniques in Management”, 3rd Edition, The McGraw Hill companies, 2006.

**Reference Books and Supplementary Resources:**

1. Levin, R.I., D.S. Rubin and J.P. Stinson, “Quantitative Approaches to Management”, 1986, McGraw - Hill.
2. Bierman H. Jr, C.P. Bonini and W.H. Hausman, “Quantitative Analysis for Business Decisions”, 7th Edition, Homewood, Ill., Irwin 1983.
3. Taha, Hamdy A., “Operations Research: An Introduction”, 8th Edition, Prentice –Hall of India.

## MBAF5017: MARKETING MANAGEMENT

**Course Description:** This course provides an understanding of the application of marketing theories, concepts and practices as they relate to the management of the marketing function in a complex organization. It provides an understanding of the theories of the marketing mix variables, and a practical application in the context of the marketing management cycle processes of research, planning, organization, implementation and control. The later part of the program examines the process of marketing management in different sectors of Indian economy.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Demonstrate a clear understanding of major marketing concepts.
2. Explain the significance and role of market and product in a global marketing environment.
3. Analyze different pricing and distribution decisions are made and managed over time in marketing environment.
4. Describe strategic planning and marketing communication techniques and processes in effective marketing practices.
5. Examine contemporary issues confronted in different kinds of Global marketing.

### Course Contents:

Units	Numbers of Lectures
<b>Unit I: Introduction to Marketing and its Environment</b> Nature and functions of marketing; Evolution of marketing concept; Marketing Management process; Marketing mix; Micro and macro environments of marketing and their impact on marketing decisions: Consumer and industrial buying behaviour – An overview.	8
<b>Unit II: Market Segmentation and Product Planning</b> Segmenting markets - bases and process; Market segmentation and product differentiation; Target market selection. Positioning – nature importance and process. Concept of product; Classification of products; Product line and mix decisions; Packaging and labelling; Product -support services; Branding decisions; Product life cycle and marketing implications; New product development; Innovation diffusion and consumer adoption process.	6
<b>Unit III: Pricing and Distribution Decisions</b> Factors affecting price determination, Procedure for setting prices: Pricing policies and strategies, Nature and importance of distribution channels; Types and functions of distribution middlemen; Channel management decisions; Retailing and wholesaling; Physical distribution/logistics decisions.	8
<b>Unit IV: Market Communication and Strategic Planning</b> Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Public Relations, Personal Selling and SalesMarketing Planning, Organisation and Control -Strategic planning and marketing effectiveness; Contemporary Development and issues in marketing including ethical and legal aspects.	8

<p><b>Unit V: Issues and Development in Marketing</b>  Financial Services Marketing: Concepts and features, financial services marketing environment and financial services marketing mix, rural marketing, Growing Importance; Understanding rural consumers and rural markets; Marketing mix planning for rural markets, Online Marketing, Network and Global Marketing, Social Marketing, Direct Marketing, Service Marketing, Green Marketing, Sustainable Marketing and Relationship Marketing, Marketing Ethics.</p>	<p>10</p>
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**Text Books:**

1. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy &Jha, Pearson Publication.
2. A Framework for Marketing Management, Kotler & Keller, Prentice Hall.

**Reference Books and Supplementary Resources:**

1. Kotler, Philip and Gary Armstrong. Principles of Marketing, Prentice-Hall of India, New Delhi.
2. Michael, J Etzel. Bruce J Walker and W. J. Stanton. Marketing. McGraw Hill, New York.
3. McCarthy, E. Jerome., and William D. Perreault. Basic Marketing. Richard D.Irwin.
- 4.Lamb, Charles W., Joseph F. Hair and Carl McDaniel. Principles of Marketing. South Western Publishing, Ohio.
5. Majaro, Simon. The Essence of Marketing. Prentice Hall, New Delhi.
6. Zikmund William G. and Michael D.“Amico. Marketing; Creating and Keeping Customers in an E-Commerce World”, Thomson Learning.
7. Michael, J. Etzel, Bruce J. Walker, William J Staton and Ajay Pandit. Marketing Concepts and Cases. (Special Indian Edition).

## **MBAF5032: HUMAN RESOURCE MANAGEMENT**

**Course Description:** The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well as practice. The course will examine individuals at work and discuss various aspects which are basic to human motivation at work and in fulfilling career aspirations within organizations. Human resource management involves various issues right from selection-placement to performance appraisal, salary-career management, and training, etc. of employees in organizations.

### **Course Outcomes**

On completion of this course, the students will be able to:

1. Describe the scope and applications of Human resource Management.
2. Explain the various dimensions related to management of Human Resources.
3. Analyze the strategic role of human resource management in organizations and develop an insight into the managerial skills required to effectively manage people in an organization.
4. Demonstrate the knowledge of compensation plans and benefit programs appropriate for various types of organizations.
5. Identify and describe the context in which unions and employers meet to organize, bargain, and resolve disputes.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction</b> Nature, scope, role, importance and functions of HRM, Evolution of HRM, Personnel Management vs. HRM, Challenges and New trends in HRM, Strategies for the New Millennium: Role of HRM in Strategic Management.	6
<b>Unit II: Acquiring Human Resources</b> Objectives and Process HR Planning, Job Analysis – Job Description and Job Specification, Recruitment – Sources and Process, Selection Process – Tests and Interviews, Placement and Induction, Job Changes – Transfers, Promotions/Demotions, Separations.	8
<b>Unit III: Developing Human Resources</b> Concept, Importance and Types of Training, Methods of Training, Designing a Training Programme, Evaluation of Training Effectiveness, Performance and Potential Appraisal – Concept and Objectives, Traditional and Modern Methods for Evaluation of Employee Performance, Limitations of Performance Appraisal Methods.	8

<p><b>Unit IV: Compensation and Industrial Relations</b></p> <p>Types of Compensation, Job Evaluation – Concept, Process and Significance, Components of Employee Remuneration – Base and Supplementary. Dynamics of Industrial Relations, Discipline and Grievance Management, Collective Bargaining.</p>	12
<p><b>Unit V: Current issues in HRM</b></p> <p>Human Resource Outsourcing, Work-life balance, International HRM, Managing Inter Country Differences, Dual Career Couples, Employee and Ergonomics.</p>	6

**Text Books**

1. Aswathappa, K., Human Resource Management, McGraw Hill Education.

**Reference Books and Supplementary Resources**

1. Durai, P. (2013). Human Resource Management, Pearson Education.
2. Rao, V.S.P. Human Resource Management: Text and Cases. Excel Books.
3. Bohlander, Snell & Sherman (2012). Human Resource Management. Thomson Press.

## SEMESTER 3

### MBAF6019: INTERNATIONAL FINANCIAL MANAGEMENT

**Course Description:** This course has been designed to develop an understanding of various concepts relating to multinational finance and their application. It starts with the introduction of the global context of business and international flow of fund. It covers the functioning of foreign exchange market and parity conditions and focuses on management of foreign exchange exposure and financial functions of Multinational Corporation.

#### Course Outcomes:

On completion of this course, the students will be able to:

1. Develop knowledge of and ability to use the precise language of International Finance.
2. Evaluate the functioning of the institutions of international finance and use that knowledge to predict and assess the impacts and responses of governments, markets, and firms to various international situations.
3. Demonstrate an ability to use various theories to forecast currency future values and assess the pressure currency values are under.
4. Demonstrate an ability to analyze and evaluate both international financial borrowing and investment opportunities.
5. Extend the mathematics of finance into the realm of international finance by developing an ability to evaluate hedging opportunities, make and receive international payments, evaluate transactions in both dollar and foreign currency terms.

#### Course Contents:

Units	Number of Lectures
<b>Unit I: Introduction</b> Nature and Scope of International Finance, International Business activities and methods, International Financial Management Vs Domestic Financial Management, Issues in functioning of Multinational Corporations, Balance of Payment, Debit and Credits.	5
<b>Unit II: Foreign Exchange Market</b> Functions of Foreign Exchange market, Bid Price, ask price, spread, cross rates, spot rates and reciprocal rates in Foreign Exchange market. Theories of Foreign Exchange rate – Purchasing power parity, Interest rate parity, International fisher effect, arbitrage activities in foreign exchange markets, Foreign exchange risk – Transaction exposure, Translation exposure, Economics exposure and their management.	10
<b>Unit III: Financial Management of Multinational Firm</b> Foreign Direct Investment (FDI), Factors affecting FDI, cost of capital and capital structure decision of the multinational firm, multinational capital Budgeting – application and interpretation, multinational cash management and financing foreign operations	10



<b>Unit IV: International Parity Relationships</b> Meaning and Nature of Parity, Purchasing power parity, Interest Rate Parity, Forward Market Parity, Fischer effect and International Fischer effect. Linking Parity conditions and forecasting future exchange rates	5
<b>Unit V: Foreign Exchange Rate Risk Management</b> Risk and Exposure, Transaction exposure and Quantification, Translation and economic exposure, Managing FX risk using internal and external techniques of Hedging	10

**Text books:**

1. Vij, Madhu, International Financial Management, Excel Book, New Delhi.

**Reference books and Supplementary Resources:**

1. Sharan, Vyuptakesh, International Financial Management, PHI Learning, New Delhi.
2. Apte, P.G, International Financial Management, Tata McGraw Hill, New Delhi
3. Machiraju, H.R, International Financial Management, Himalayan Publishing House, New Delhi.
4. Siddaiah, T., International Financial Management, Pearson Education.

## **MBAF6020: FIXED INCOME SECURITIES AND TREASURY MANAGEMENT**

**Course Description:** The course introduces the students to fixed income securities and its valuation. The students learn about fixed income securities markets, valuation of fixed income securities and investment strategies for the same. Further, the course dwells into important aspects related to management of corporate treasuries, treasury risk management and designing treasury portfolios.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Develop an understanding of different types of fixed income securities and their characteristics.
2. Value fixed income securities and derive spot yield curve.
3. Identify passive and active fixed income portfolio management techniques.
4. Explain the scope of treasury within a corporate organization structure.
5. Analyze the various types of risks dealt by treasurers, its implications and limitations of risk management.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction to Fixed Income Securities Market and Development</b> Introduction to Fixed Income Securities; Markets for Fixed Income Securities and recent developments; Avenues for Fixed income: Central Government Securities, Corporate Debt, Commercial Papers, Repos and other avenues; Bond Market Indices and Benchmarks.	8
<b>Unit II: Valuation of Fixed Income Securities</b> Attributes of a fixed income security; Valuation of Fixed Income Securities Risk Analysis of Fixed Income Securities; Yield curve and term structure analysis	8
<b>Unit III: Investment Strategies in Fixed Income Securities</b> Bond portfolio management Strategies, fixed income derivatives, fixed income investments in India.	8
<b>Unit IV: Introduction to Treasury Management</b> Scope of Treasury within a corporate organization structure, establishing treasury policy and procedures, responsibility of corporate treasurer, functions of a corporate treasury.	8
<b>Unit V: Designing Treasury Portfolio and Treasury Risk Management</b> Designing and managing a treasury portfolio, treasury risk management, cross currency transactions, its risk and rewards, elements of uncertainty, sources of risk, types of risks dealt by treasurers, implications and limitations of risk management.	8

### **Text Books:**

1. Suresh M. Sundaresan ; Fixed Income Markets and Their Derivatives, International Thomson Publishing.
2. S.K. Bagchi ,Jaico:,Treasury Risk Management, Book Pub, 2005.
3. Frank Fabozzi: Bond Markets, Analysis and Strategies, 2014, 9th edition.

**Reference books and Supplementary Resources:**

1. Martellini, Lionel, Philippe Priaulet and Stephane Priaulet, (2003): Fixed Income Securities: Valuation, Risk Management and Portfolio Strategies, John Wiley.
2. Jarrow, R. A.: Modeling fixed income securities and interest rate options
3. Fabozzi and Fleming : The Hand book of Fixed Income Securities
4. [www.rbi.org](http://www.rbi.org)
5. [www.investopedia.com](http://www.investopedia.com)

## MBAF 6021: PORTFOLIO MANAGEMENT

**Course Description:** The course provides an overview of the key elements involved in construction and management of portfolios. The course begins by undertaking a review of risk and return relationship of various individual financial assets, and then proceeds to examine asset pricing theories, the asset allocation decision and performance evaluation of portfolios.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Discuss the basic concepts relating to Portfolio management and its linking with Security Analysis.
2. Construct an efficient frontier and learn how to calculate portfolio risk and return.
3. Learn how to undertake the asset allocation decision and construct basic portfolios.
4. Apply the various portfolio management theories for undertaking asset pricing.
5. Evaluate the performance of portfolios.

### Course Contents:

Units	No. of Lectures
<b>Unit I: Introduction to Portfolio Management</b> Meaning, importance, objectives and various issues in Portfolio Management, Traditional versus modern approach to portfolio management, linkages with security analysis	2
<b>Unit II: Portfolio Analysis</b> Diversification, Portfolio risk and return, Markowitz model of portfolio return and risk –up to three security case, Markowitz model and construction of efficient frontier	10
<b>Unit III: Portfolio Selection</b> Risk and investor preferences, , cut- off rate, construction of optimal portfolio for the investors.	
<b>Unit IV: Asset Pricing Theories</b> Capital Market theory, Capital Asset pricing model (CAPM) and Arbitrage pricing theory (APT). Exemptions and capital market theory, Capital market line (CML), Security market line (SML), CAPM vs APT. Application of CAPM.	10
<b>Unit V: Portfolio Performance Evaluation:</b> Techniques of Performance evaluation – Sharpe performance measure, Treynor performance and Jenson’s performance measure, comparative analysis of performance measures, empirical tests.	8

### Text Books:

1. Strong Robert, Portfolio Construction, Management and Protection, Thomson South Western
2. Donal E. Fisher & Ronald J. Jordan, “Security Analysis and Portfolio Management”, Pearson
3. Prasanna Chandra, “Security Analysis and Portfolio Management”, Tata McGraw-Hill.

**Reference Books and Supplementary Resources:**

1. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
2. Dalton, John M. : How the stock Market work, Prentice Hall, New Delhi.
3. Gupta, L.C: Stock Exchange Trade in India; Society for capital Market Research and Development, Delhi;
4. Machi Raju, H.R: Merchant Banking: Wiley Eastern Ltd.; New Delhi.
5. Donel E. Fisher , Ronald I. Jordon : Security Analysis and Portfolio Management; Prentice Hall, New Delhi

## MBAF6022: FINANCIAL DERIVATIVES AND RISK MANAGEMENT

### Course Description:

This course provides an introduction to Derivative assets such as futures, forwards, swaps, and options, mortgage and credit derivatives. It covers the pricing of these derivative assets as well as securities that contain embedded options. It enables the students to construct and evaluate risk management strategies related to static and dynamic hedging. Applications will be considered from equity, commodity, bond, and mortgage-backed markets.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Learn the basics of derivative and its use to hedge risk.
2. Understand the features of a forward and future contract and its valuation.
3. Comprehend the dynamics related to index and currency futures
4. Analyse the types of option and its valuation models.
5. Explain the swap contract and comprehend its functioning and uses.

### Course Contents:

Units	Number of lectures
<b>Unit I: Introduction</b> Meaning and purpose of Derivatives, History of Derivative market, Derivative product, risk manage by derivative, Derivative and diversification, Derivative and insurance, OTC, exchanged traded, Participants and Criticism, Derivative Market in India - Present position in India- regulation; working and trading activity.	6
<b>Unit II: Forward &amp; Future Contract</b> Features of forward contract, pricing of forward contract, settlement, cash & carry arbitrage, Reverse cash & carry arbitrage, future v/s forward, mark to market, open interest, volume, tick size, pricing of future, investment v/s consumption assets, interest yield and convergence.	8
<b>Unit III: Index and Currency Futures</b> Features and specification of index futures, contract size, contract value, pricing of index future, fair value, hedging with index futures, optimum hedge ratio, requirement of currency forward and futures, foreign exchange rate, forward premium & discount, hedging receivables & payables, Non deliverable forward.	10
<b>Unit IV: Options</b> Types of options; options trading; margins; valuation of options; Binomial option Pricing Model; Black-Schole model for Call/Put option; valuation of option, Index option; Option Markets- exchange traded option, over the counter option, quotes, trading, margins, clearing, regulation and taxation; warrants and convertibles.	10
<b>Unit V: Swap</b> Mechanism of interest rate Swaps, Valuation of interest rate swaps; currency swaps and its valuation; credit risk and swaps, Credit default swaps, Managing Market Risk -Hedging schemes-delta hedging, theta, gamma, relationship in delta; Vega and Rho; portfolio insurance.	6

**Text Books:**

1. Srivastava, rajiv. (2017). Derivatives and risk management, oxford university press.
2. Chance, Don M: An Introduction to Derivative; Dryden Press, International Edition.

**Reference Books and Supplementary Resources:**

1. Hull, J., Option: Future and other Derivative, Prentice hall, New Delhi.
2. Singh, Y.P, Fundamental of Investment Management, Galgotias Publication Pvt. Ltd.
3. Chew, Liian; Managing Derivative Risk, John Wily, New Jersey.
4. Das, Satyajit: SWAP and Derivative Financial Probus.
5. Kolb. Robert W.,: Understanding Future Markets, Prentice Hall Inc.,

## MBAF6023: FINANCIAL SERVICES

**Course Description:** The financial services industry represents a merging of traditional banking, insurance, finance and accountancy businesses, with a focus on products such as banking services, wealth management, and insurance/risk management from individual consumers through to major corporations. The Financial Services course has been designed with our industry partners to allow graduates to gain the relevant competencies and skills to give them a competitive advantage when applying for employment in this sector.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Develop understanding about Financial services and its related aspects
2. Describe about hire-purchase and leasing & its financial implications
3. Analyse working of miscellaneous financial services, like, merchant banking; book-building; venture capital, etc.
4. Examine various services related to management of investible funds, like mutual fund, pension funds, etc.
5. Analyse working of credit rating agencies and develop understanding about various consultancy services offered under financial services

### Course Contents:

Units	Number of Lectures
<b>Unit I: Introduction</b> Concept, objectives, functions, and characteristics of financial services, concept and constituents of Financial Services market. Fund based and Fee based (non-fund based) – financial services, growth of financial services in India, regulatory framework, problems related to financial services sector.	8
<b>Unit II: Hire Purchase and Leasing</b> Meaning of hire purchase, regulatory framework and RBI guidelines for hire purchase – an overview, characteristic and types of lease – financial and operating, leasing process, services of lessor, advantage and limitations of lease financing, funding aspects of leasing and financial implications.	8
<b>Unit III: Miscellaneous Financial Services</b> Merchant banking: Project preparatory, Book Building Process, Venture capital and angel financing, Asset financing, Trade financing, Transaction Banking, factoring and forfaiting, Debit and credit cards.	8
<b>Unit IV: Managing Investible funds</b> Portfolio Management advisory, Mutual funds, pension funds, Investment Banking.	8
<b>Unit V: Consultancy services</b> Credit rating, and Business advisory services	8



**Text books:**

1. Gurusamy, S, Merchant Banking and Financial Services, Tata- McGraw Hill.

**Reference Books and Supplementary Resources:**

1. Khan, M.Y.: Financial Services, Tata McGraw Hill.
2. Vij, Madhu and Dhawan, Swati: Merchant Banking and Financial Services, McGraw Hill.
3. Bhole L.M: Financial Market and Institutions, Tata McGraw Hill, Delhi
4. Chandra, P.: Security Analysis and Portfolio Management, Tata McGraw-Hill.
5. Pandian, P.: Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.

## **MBAF6024: FUND MANAGEMENT IN BANKING AND INSURANCE**

**Course Description:** This course intends to provide a basic understanding of the insurance and banking sector and the funds mechanism in these industries. It encompasses the priority sector lending practices followed by banks in India, Basel norms governing the operation of banks, mechanism for management of reserves by commercial banks and deposit and lending practices. The course also covers the risk management and fund mobilization practices utilized by insurance industry.

### **Course Outcomes:**

On completion of the course, the student would be able to:

1. Understand the working of fund management in banking and insurance.
2. Analyse various types of liquidity management theories and priority sector lending.
3. Appreciate various dimensions of Basel norms, reserve requirements, loan policies and bank marketing
4. Appraise the working of insurance industry in India, types of insurance and associated risk identification and evaluation.
5. Evaluate regulations of IRDA and globalisation of insurance business.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Commercial Banks: Capital Fund and Liquidity Management</b> Theories of Liquidity Management; Priorities in the allocation of Bank Funds; Problems in Resource Allocation in India; Meaning and Functions of Capital Funds; Standard to Measure Capital Adequacy; Capital Adequacy norms. BASEL norms.	8
<b>Unit II : Commercial Banks: Management of Reserves</b> Nature and Purpose of Primary and Secondary Reserves; Nature and Functions of Legal and working reserves Cash Management in Commercial Banks; Factors Influencing Secondary Reserves; Estimation and Management of Secondary Reserves.	8
<b>Unit III: Management of Bank Deposits and Loans</b> Characteristics of Commercial Loans; Loan Policy; Evaluating Loan Application, Credit Information, Credit Analysis and Credit Decision, Priority Sector Lending Policies in India, Concept of Bank Marketing; Marketing Approach to Deposit Mobilization; Marketing Strategies for Banks Opportunity Analysis, Target Market and Competitive Positioning, Implementing Marketing Strategy.	8
<b>Unit IV: Risk Management in Insurance Business</b> Principles of Insurance and Insurance Contracts; Risk Identification and Risk Evaluation; Risk Management Techniques; Types of Insurance – Personal Life Insurance, Health Insurance, General Commercial Insurance: Fire, Motor, Aviation, Engineering, Agriculture and Marine.	8
<b>Unit V : Fund Mobilization in Insurance Business</b> Role of insurance in commerce and trade; Economics of Insurance Business: Value Chain Analysis, Insurance Fund Mobilization;	8

Regulation of Insurance and IRDA; Domestic Economy and Insurance; Globalization of Insurance Business and Fund Mobilization.	
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**Text Books:**

1. Sinkey, Joseph F. Jr : Commercial Banks Financial management, Prentice Hall, Delhi.
2. George E. Rejda: Principles of Risk Management & Insurance, Pearson: New Delhi.

**Reference Books and Supplementary Resources:**

1. Bakerwelford, A.W. and WW Otter Barry: Law Relating to Fire Insurance, Butterworth & Co. Ltd., London.
2. Dinsdale, W.A.: Elements of Insurance, Pitman. Government of India, Insurance Act 1937 as amended. Jadhav, Narendra: Challenges to Indian Banking, ed., Macmillan, New Delhi.
3. Joet, Bessis : Risk Management in Banking, John Wiley.

## **MBAF6026: STRATEGIC FINANCIAL MANAGEMENT**

**Course Description:** This course is a mix of Strategic Management and Financial Management. It acquaints students with synergy between financial policy & corporate strategy. It covers concepts, theories and techniques of Strategic Financial Management and provides students with the opportunity to explore application of concepts of finance through case studies and problem solving.

### **Course Outcomes:**

On completion of the course, the students would be able to:

1. Explain synergy between financial policy & corporate strategy.
2. Calculate the incremental cash flows and comprehend how they are affected by depreciation and inflation.
3. Explain the techniques of complex investment decisions & risk analysis related to investment decisions.
4. Elaborate on the area of behavioural finance and comprehend Financial Market Anomalies.
5. Evaluate mergers and acquisition and understand their implications.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Financial Policy &amp; Corporate Strategy</b> Strategic Financial Decision-Making Framework, Strategy at Different Hierarchy Levels, Financial Planning, Interface of Financial Policy & Strategic Management, Balancing Financial Goals with Sustainability Goals.	4
<b>Unit II: Determining Cash Flow for Investment Analysis</b> Cash Flow vs Profit, Incremental Cash Flows, Calculation of Depreciation for Tax Purposes, Additional Aspects of Incremental Cash Flow Analysis, Investment Decisions under Inflation, Financing Effects in Investment Decisions.	10
<b>Unit III: Complex Investment Decisions and Risk Analysis</b> Introduction, Investment Decision for Projects with Different Lives, Investment Timing and Duration, Replacement of an Existing Asset, Investment Decision under Capital Rationing, Application of Real Options in capital budgeting. Techniques of Risk Analysis: Sensitivity Analysis, Scenario Analysis, Risk Adjusted Discount rate, Certainty Equivalent approach, Decision Tree and Probability Distribution Approach.	12
<b>Unit IV: Behavioural Finance</b> Behaviour and Decision Making, Evolution of Behavioural Finance, Financial Market Anomalies, Theories of Behavioural Finance, Market Bubbles, Forensic Accounting, Behavioural Corporate Finance, Nero-finance, Investing Styles and Behavioural Finance.	6
<b>Unit V: Mergers, Acquisitions &amp; Restructuring</b> Merger and Acquisition- Meaning, Reasons & Rationales, Gains from Mergers or Synergy, Target Valuation for Mergers & Acquisitions, Merger Failures & Potential Adverse Competitive Effects. Corporate Restructuring, Financial Restructuring, Corporate Takeovers-Motivations, Forms of Takeovers, Co-Cross-border Takeovers & Takeover Defences.	8

**Text Books:**

1. Hill, R. A., "Strategic Financial Management", Finance & Ventus Publishing.
2. M.M. Sulphey, Behavioural Finance, PHI.

**Reference Books and Supplementary Resources:**

1. Pandey, I. M., "Financial Management", Vikas Publication, 10<sup>th</sup> edition.
2. Srivastava, R. & Mishra, A., "Financial Management", Oxford Publishing House.
3. Chandra, P., "Financial Management", TMH, 8<sup>th</sup> edition.
4. Horne, J.C.V., Jr. Horne, V. & Wachowicz, "Financial Management", Prentice Hall.
5. Khan and Jain, "Financial Management", TMH.

## **MBAF6039: PERSONAL FINANCE & TAXATION**

**Course Description:** This course is designed to provide a deeper understanding of Personal Financial Management. It focuses on basics of personal financial management, personal savings and investment plans, computation of return and risk factor of personal savings and investments including retirement savings plans.

### **Course outcomes:**

On completion of this course, the students will be able to:

1. Describe basic concepts of personal financial planning and factors which should be taken into consideration while managing personal finance.
2. Develop an understanding of the role of taxation in personal finance and planning.
3. Apply the knowledge of various types of insurance and factors which should be considered while choosing an insurance plan.
4. Analyse and evaluate financial markets, how securities and mutual funds are traded and critically assess various retirement benefits, policies and products.
5. Explain and apply advanced concepts and terminology in Estate Planning practice.

### **Course contents:**

<b>Units</b>	<b>Number of lectures</b>
<b>Unit I: Planning Personal Finance and Time Value of Money</b> Concept and process of financial planning, developing personal financial goals, Influence on personal financial planning, achieving financial goal, Opportunity cost and time value of money, Planning for successful money management strategy.	8
<b>Unit II: Tax Planning &amp; Liability Planning</b> Taxes and financial planning, Income tax fundamentals, meaning of consumer credit, Cost involved in obtaining credit, Information creditors look for while providing credit, Consumer loan, Home loan, Auto loan and Credit cards etc. How do they help in maximization of personal wealth?	10
<b>Unit III: Insurance Planning</b> Types of Insurance, Importance of property and liability insurance, automobile insurance, Cost of health Insurance, disability insurance, types of health care coverage, Purpose and principle of life insurance, Creating a plan to buy life insurance, Importance of nomination in insurance.	6
<b>Unit IV: Investment Planning &amp; Retirement Planning</b> Preparing an investment plan, Factors affecting choice of investments, Importance of asset allocation in selecting investment alternatives, Overview and need for retirement planning, Retirement living expenses, planning for retirement income.	10
<b>Unit V: Estate Planning</b> Need for estate plan, Objective of estate planning process. Writing a will, Common features and requirement of valid will, Changing and revoking of will.	6

**Textbook:**

1. Kapoor, Jack R., Dlabay, Les R. and Hughes, Robert J., Personal Finance, Tata McGraw-Hill.

**Reference books and supplementary resources:**

1. Jeff Madura, Personal Finance, Pearson Publication.
2. Gitman, Lawrence J., Joehnk, Michael D., and Billingsley, Randy , Personal Financial Planning, Cengage publication.
3. Chandra, P., Investment Analysis & Portfolio Management, TMH.
4. Financial Education by Reserve Bank of India – rbi.org.

## MBAF6043; AUDITING AND ASSURANCE

**Course Description:** This paper aims at developing the knowledge and skills required to carry out an audit and assurance assignment. It provides the working knowledge of the audit process and standards of auditing. It also covers the process of internal control testing.

### Course outcomes:

On completion of this course, the students will be able to:

1. Discuss the concept of audit and the ethical issues involved for the practitioner.
2. Evaluate the procedure involved in planning the whole audit process for a client and ways to overcome various risks involved while performing an audit.
3. Examine the efficiency of already existing internal control system of a client.
4. Appraise the importance of evidence in auditing and various techniques of collecting it
5. Identify the importance of documentation in audit and ways to report it.

### Course Contents:

Units	Number of Lectures
<b>Unit I: Audit Framework &amp; Regulation</b> Concept of audit & assurance; Professional ethics of an auditor; Scope of internal & external audit; Governance & audit.	7
<b>Unit II: Audit Planning &amp; Risk Assessment</b> Obtaining & planning for audit assignments; Understanding the entity & its environment; assessing audit risk; fraud risk; Interim audit and impact of work performed; Audit planning & documentation; Audit evidence; Working papers.	7
<b>Unit III: Internal Control &amp; Audit Tests</b> Internal control system assessment; Control environment; risk assessment procedures, monitoring of controls; Evaluation of internal control system by auditor ;Test of control; Communication on internal controls.	8
<b>Unit IV: Audit Evidence</b> Techniques of collecting audit evidence such as inspection, observation, external confirmation, recalculation, analytical procedures, and enquiry; Quality & quantity of audit evidence; Audit sampling; Computer assisted auditing techniques; Audit of specific items like payables and receivables, inventory, bank and cash, share capital, current and non-current assets and liabilities.	10
<b>Unit V: Reporting</b>	8



Review procedures including subsequent events, going concern, written representations; Auditor's report: contents & opinion.	
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**Text books:**

1. ACCA Study Material, F8 Kaplan Publishing

## MBAF6044: PERFORMANCE MANAGEMENT

**Course Description:** This course covers advanced topics of management accounting and corporate finance such as differential costing, CVP analysis, Budgeting and performance measurement with an aim to optimize business decision making and enable an efficient and effective use of scarce resources.

### Course Outcomes

On the successful completion of the course, the student would be able to:

1. Explain and apply contemporary cost accounting techniques
2. Use differential costing methodology to optimise business decision making
3. Perform a variance analysis to identify key and material deviations and analyse them
4. Make an appropriate use of the tool of Budgeting to perform the planning and control functions and institute remedial action wherever required
5. Discuss performance management measurement and information systems

### Course Contents:

Units	Number of Lectures
<b>Unit I: Introduction to Contemporary cost accounting techniques</b> Activity Based Costing, Target Costing, Life Cycle costing, Throughput accounting	6
<b>Unit II: Differential Costing</b> Relevant costing, Incremental analysis, CVP analysis, Pricing Decision, Make or Buy Decision, shut down or continue decision, Key Factor analysis	8
<b>Unit III: Variance Analysis</b> Standard Costing and Variance Analysis, Sales Mix and Volume variances, Planning and operational variances and Reporting variances	8
<b>Unit IV: Budgetary Control</b> Definitions, Classification of budgets, Zero Based Budgeting, Quantitative and Qualitative analysis in Budgeting, Master Budget and Functional Budgets	8
<b>Unit V: Performance Measurement</b> Pro forma Financial statements, Transfer Pricing, Divisional Performance analysis, Management information system and Management reporting, External considerations and Behavioural aspects	10

**Text Books**

1. ACCA Study Material on Performance Management

**Reference Books and Supplementary Resources**

1. Lal, J. Cost Accounting. Tata McGraw Hill Publishing Co., New Delhi.
2. Nigam, B.M. Lal. & Jain, I. C. Cost Accounting, Principles and Practice. Prentice. Hall of India, New Delhi.
3. Mittal, D.K. & Luv Mittal. Cost Accounting. Galgotias Publishing Co., New Delhi.
4. Shukla, M.C., T.S. Grewal& Gupta, M.P. Cost Accounting, Text and Problems.S. Chand & Co. Ltd., New Delhi.
5. Jhamb, H.V. Management Accounting. ANE Books Pvt. Ltd. New Delhi.
6. Maheshwari, S.N. & Mittal, S.N. Cost Accounting, Theory and Problems. ShriMahabir Book Depot, New Delhi.
7. Jain, S.P. &Narang, K.L. Cost Accounting, Principles and Methods. Kalyani Publishers, Jalandhar.
8. Iyengar, S.P. Cost Accounting. Sultan Chand & Sons, New Delhi.

## ELECTIVES

### **MBAF6028: COMMODITY DERIVATIVES AND REAL ESTATE MARKETS**

**Course Description:** This course focuses on two different domains of commodity and real estate markets. The course begins with an introduction to commodities market and subsequently dwells into operations mechanisms and investment strategies for commodities. The second part of the course is devoted to learning of real estate markets. Starting with a comprehensive introduction about real estates, the course moves into valuation of real estate s and further it educates about environment and sustainability concerns related to real estate markets.

#### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Explain conceptual framework of commodities and real estate markets.
2. Design and construct generic strategies for investment in commodities and real estate markets.
3. Apply real estate rules and regulations in the real estate business world.
4. Evaluate real estate markets and assessment of various properties in business decisions.
5. Apply sustainability of the real estate market with emerging rules for business.

#### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction to Commodity Derivatives</b> Evolution of commodity exchanges, commodity derivatives, global commodity derivatives exchanges, latest developments. The NCDEX platform – Structure, exchange membership, risk management, clearing and settlement system and commodities traded on the NCDEX platform.	6
<b>Unit II: Commodity Market Operations &amp; Regulatory Framework</b> Participants, Introduction to Commodity Forward contracts, futures and options, pricing commodity futures – Investment assets versus consumption assets, Cost of carry model, Futures basis, Rules governing Commodity Derivatives Exchanges, Investor grievances and Arbitration. Electronic Spot Exchange -NCDEX Spot Exchange Ltd. (NSPOT).	12
<b>Unit III: Real Estate Introduction</b> Real Estate Scope; Classification of real estate activities and peculiarities; Factors affecting real estate market; Role of Government in real estate market; Statutory provisions, laws, rules and regulations application, land use controls in property development, registration and licensing requirements; Transfer of titles and title records.	8
<b>Unit IV: Real Estate Markets and Valuation</b> Land and Property Market- variations and their functioning, concepts of fringe, peri-urban and urban land and the role of actors, agents and other	8

<p>institutions in these markets. Real Estate Valuation: The Valuer- his functions and responsibilities; the principle factors affecting the supply and demand for land and building; Principle types of landed property; Principles governing the rates of interest for different types of property; calculation of rental values-net income-virtual rent; valuation for sale and purchase of free-hold &amp; leasehold properties; Rental method of valuation - land &amp; building basis, mortgage, acquisition, taxation of properties.</p>	
<p><b>Unit V: Real Estate Market- Environmental Sustainability</b>  Sustainability In Real Estate Development; Environmental Impact Assessment in real estate development and management-Methodologies, for sites, large-scale projects like residential complexes, townships, malls, roads etc.; Role of technology in sustainable development of real estate.  Note: Market simulation lab sessions on internet-based software to develop trading skills for commodity market to be part of pedagogy.</p>	6

**Text Books:**

1. Chatnani N, Commodity Markets: Operations, Instrument and Applications, TMH
2. Narayan Laxmanrao, Real Estate Deals, Jain Book Depot

**Reference Books and Supplementary Resources:**

1. PrabinaRajib. Commodity Derivatives and Risk Management, Prentice Hall India.
2. Adukia, Rajkumar S, Real Estate Law Practice and Procedures A Complete Encyclopedia on Real Estate in 2 Volume, Jain Book Depot.

## MBAF6029: INVESTMENT BANKING

**Course Description:** This course focuses on different facets of investment banking e.g. structure, products, risks, earnings, regulations, innovations, competition structures, management and practices of investment banking (IB). It encompasses the business activities of mergers and acquisitions, financing and investment; and the creation of value through advisory services

### Course Outcomes:

On completion of this course, the students will be able to:

1. Learn the conceptual framework of investment banking.
2. Develop the ability to comprehend structures, products, risks, earnings, regulations, innovations, competition, management and practices of investment banking.
3. Contrast the investment banking function with the traditional commercial banking function.
4. Conduct an analysis of debt & capital market and valuation of mergers & acquisitions of the businesses.
5. Prepare an efficient and effective wealth management system in the organization.

### Course Contents:

Units	Number of Lectures
<b>Unit I: Basics of Investment Banking</b> Evolution of investment banking, the structure of investment banks, competitive challenges of investment banks, role of the financial advisory business. understanding client needs, determining the optimal capital structure of the client, assessing financial needs and value-adding gaps/opportunities, investment banking product and solutions.	7
<b>Unit II: The Equity Business</b> Equity-business value chain and role of investment bank, private equity and the private equity firms, role of private equity firms—their evolution, structure, participants and investment objectives and challenges, private equity exit strategies, IPO's and follow-on issues, role of investment bankers in public issues.	10
<b>Unit III: Debt Financing</b> Various structures of debt financings/investments, investment banker's perspective on the fixed-income business, fee income, secondary trading and business synergies, types of debt placement and distribution, hybrid securities—equity warrants and convertibles, perspective of the issuer, investor and investment bank, role of the credit rating agencies, high-yield debt, LBO financing model, leveraged recapitalization.	11
<b>Unit IV: The Business of Mergers and Acquisitions</b> Theory and practice of M&A, types of deals - private-equity driven deals & strategic investment driven deals, role of the investment banker, valuation, pricing, and fee structure of M&A deals, financing M&A deals—cash, stock, bank financing, the debt capital markets, M&A as a real option	8

strategy, creating value through corporate restructurings, Spin offs—preparing for a divestiture.	
<b>Unit V: The Wealth Management Business</b> Wealth management business, asset management business, product set of wealth management, role of the financial advisor—client expectations and the trust building process.	4

**Text Books:**

1. Khalife D., Former J.P -‘Investment Banking Careers’: Kindle Edition, version 2.0
2. Michel F. –‘Investment Banking Explained’: An Insider's Guide to the Industry McGraw-New Delhi.

**Reference Books and Supplementary Resources:**

1. Stowell, David P., Investment Banks, Hedge Funds and Private Equity, Academic Press, 2013.
2. Castillo, Jerilyn J and McAniff, Peter J., Practitioner’s Guide to Investment Banking, Circinus Business Press, 2006.
3. Monica Langley, Tearing Down the Walls, A Wall Street Journal Book, Free Press, 2004.
4. Jonathan A. Knee, The Accidental Investment Banker: Inside the Decade That Transformed Wall Street, Oxford University Press, Inc., New York, 2007.
5. Tom Lott, Vault Career Guide to Investment Banking Paperback, Vault.com, Inc., 2007.

## MBAF6030: MANAGEMENT OF INSURANCE BUSINESS

**Course Description:** The course discusses the risks that are faced by an individual and/or a firm and the various methods for managing that risk. It aims at familiarizing the students with the concept of insurance, risk and their management, various insurance policies and their structure as well as the legal dimensions involved.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Explain the basic knowledge of the principles of risk and insurance and the methods of risk management.
2. Apply basic principles of insurance buying, and develop insurance and financial estate planning program.
3. Comprehend the multinational and international insurance environment in the business.
4. Develop the ability to understand the legal framework of insurance.
5. Analyze claims and liabilities associated with Insurance contracts

### Course Contents:

Units	Number of Lectures
<b>Unit I: Conceptual Framework</b> Risk, Peril and hazard, classification and burden of risk, Insurance as a device to hedge risk, elements of insurable risk, development life, functions of insurer, government as insurer and a regulator, structure of Indian insurance industry.	6
<b>Unit II: Principles and Practices of General Insurance</b> Meaning, Functions and Scope of Fire, Engineering, Accident, Marine and Aviation Insurance, Fire Insurance – Types of Policies – Floating Policies and Declaration Policies, Miscellaneous (Accident) Insurance: Fidelity Guarantees and Bonds – Burglary Insurance – Money-in-transit Insurance, Banker’s Indemnity Insurance and other important insurance covers, Aviation insurance- special features, types of cover, marine insurance including inland rail/road transit insurance.	10
<b>Unit III: Life and Health Insurance</b> Life Insurance and annuities broad classification of life insurances, special purpose policies; family income, family maintenance, family policy, joint life Policies, classes of life insurance, Health Insurance: medical insurance, types of health insurance coverage, types of losses covered, health insurance contract, buying a health insurance policy.	8
<b>Unit IV: Legal Framework of Insurance</b> Insurance and Law of Contracts, characteristics of an Insurance Contract, Interpretation of the Contract, Doctrine of informal Warranties and beneficent interpretation, Exclusion of Coverage.	8
<b>Unit V: Organization and Administration of Insurance</b> Management Organization: Departmentalization, marketing, Claims, and loss control, underwriting and pricing of insurance, retention and re-	8



insurance; Financial Structure, reserves of property and liabilities of insurer, earned surplus and profitability, Insurer's Investments, Financial reporting.	
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**Text Books:**

1. Dorfman Marks S., "Introduction to Risk Management and Insurance", 5th Edition, Prentice Hall Inc, Englewood Cliffs N.J.

**Reference Books and Supplementary Resources:**

1. W.A.Dinsdale, "Elements of Insurance", Pitaman.
2. Nicholas Legh – Jones, John Birds and David Owen, "MacGillivray on Insurance Law", Sweet & Maxwell, London.
3. Denis Riley, "Consequential Loss Insurance and Claims", London: Sweet & Maxwell.

## **MBAF6031: ACTUARIAL SCIENCE**

**Course Description:** this course is designed to prepare students to pursue careers in quantitative finance. The aim of the Financial Mathematics course is to provide grounding in Financial Mathematics and their applications. The course provides an understanding of the fundamental mathematical and business-related aspects of actuarial science. It utilizes financial mathematics to be used for valuation, pricing, asset/liability management, investment income, and valuation of contingent cash flows.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Demonstrate an understanding of the fundamental elements of actuarial science.
2. Demonstrate an understanding of the basic concepts of financial mathematics and their application in calculating present and accumulated values for different streams of cash flows as a basis for future use in: valuation, pricing, asset/liability management, investment income, and valuation of contingent cash flows.
3. Apply the theoretical basis of certain actuarial models and life contingent models and other areas involving financial risk.
4. Analyze Annuities, Payments and Policy Value in insurance.
5. Apply valuations of joint life and annuities in insurance business organizations.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Actuarial Science</b> Basic Mathematics: Basic functions, Annuities-certain.	6
<b>Unit II: Loans and Capital Redemption</b> Loans repayable by installments, Simple methods of determining the rate of interest in a transaction, Capital redemption assurance, Valuation of simple loans and debentures.	10
<b>Unit III: Life Contingencies</b> Life Contingencies: Mortality tables, Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables.	10
<b>Unit IV: Annuities, Assurance and Payments</b> Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.	6
<b>Unit V: Joint Life and Contingent Annuities</b> Joint-life Annuities and Assurances: Value of and premiums for joint-life and contingent annuities and assurances.	8

### **Text Books:**

1. Harry Freeman, "Mathematics for Actuarial Students", Cambridge at the University Press. 1949.

2. Donald D.W.A. “Compound Interest and Annuities – Certain”, 2nd Ed., Cambridge [Eng.] Published for the Institute of Actuaries and the Faculty of Actuaries at the University Press, 1970.

**Reference Books and Supplementary Resources:**

1. Underwood R.E., “The Elements of Actuarial Science”, Pitman.
2. John Freund’s , “ Mathematical Statistics with Applications”, Prentice Hall.
3. Singh J.K., Business Mathematics, Himalayan Publication Pvt. Ltd.

## MBAF6032: FINANCIAL ECONOMETRICS AND MODELING

**Course Description:** This course is designed to cover essential tools for working with financial data, including the return forecasting, volatility and econometrics of asset pricing, such as testing the market models. The course focuses on the empirical techniques which are mostly used in the analysis of financial markets and how they are applied to actual data. The course starts with the overview of financial data. It covers the event-study methodology, and continues with testing market models (Fama-McBeth regressions, etc) and stochastic discount factor models. It then proceeds to analyzing return predictability, volatility effects of the market data (asymmetric GARCH), and market interdependence. special attention is paid to nonlinear models, from basic threshold formulations to more advanced techniques like Markov switching model and Kalman filter. All the models are accompanied with real-data examples in standard computer packages.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Apply event-study methodology in applied research.
2. Develop standard asset pricing models.
3. Analyze market interdependence in the mean and variance equations.
4. Evaluate and estimate non-linear models.
5. Analyze forecasted financial data using high-level econometric techniques and measure their effectiveness.

### Course Contents:

Units	Number of Lectures
<b>Unit I: Financial Econometrics and Modeling</b> Financial data-Stylized facts of the financial markets data, major characteristics and puzzles, sources and types of data, links to discussed time series models, Event-study methodology - Abnormal returns, tests on abnormal returns, cross-sectional approach.	8
<b>Unit II: Testing return predictability</b> Technical trading rules, measures of return predictability, review of test of forecasting power and bootstrap. Kalman filter (time permitting)-State-space formulation, standard econometric model in state-space formulation, estimation, application to market models.	8
<b>Unit III: GARCH</b> GARCH, IGARCH in risk management, GARCH-M, Asymmetric GARCH effects-Tests on GARCH asymmetry, EGARCH, TGARCH.	8
<b>Unit IV: Testing Market Interdependence</b> Review of VAR/VECM models, Granger causality, multivariate GARCH, Testing asset pricing models: Fama-MacBeth regressions-Fama-MacBeth procedure, basic Fama-McBeth regressions, Shanken correction, GRStest, GMM approach. Testing asset pricing models: GMM, Review of stochastic discount models, factor-based models, GMM estimator.	8

<p><b>Unit V: Introduction to Non-Linear Econometric Models</b>  Bilinear models, piecewise linear models, TAR, STAR, SETAR and their application. Markov switching model (time permitting)-  Formulation of Markov switching model, properties, estimation, filtered and smoothed probabilities.</p>	8
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**Text Books:**

1. John Campbell, Andrew Lo, Archie MacKinlay, The Econometrics of Financial Markets, Princeton University Press.

**Reference Books and Supplementary Resources:**

1. Chris Brooks, Introductory econometrics for finance, Cambridge University Press.
2. John H. Cochrane, Asset Pricing, Princeton University Press.
3. Walter Enders, Applied econometric time series, Wiley.
4. Hamilton, J. ,Time Series Analysis, Princeton University Press, Princeton.
5. Ruey S. Tsay, Analysis of Financial Time Series.
6. Gray, S. F., 1996, Modeling the conditional distribution of interest rates as a regime switching process. Journal of Financial Economics 42, 27-62.
7. McCulloch, R. E., and Tsay, R.S. 1994, Statistical analysis of economic time series via Markov switching models. Journal of Time Series Analysis 15, 523-539.

## **MBAF6033: INTERNATIONAL ACCOUNTING**

**Course Description:** This course provides students an international perspective on the theory and practice of accounting. There will be a particular focus on the move towards global harmonization of accounting standards and the impact of leading standard-setting authorities. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) serve as a foundation for this course. Also discussed are the effects of financial reporting, international taxation, and international financial statement analysis on a multinational reporting entity. Employing and critiquing the use of global accounting and auditing standards will integrate the student's existing skills with domestic accounting standards.

### **Course Outcomes**

On the completion of the course, the student would be able to:

1. Describe concepts and issues in international accounting.
2. Analyze international financial statements.
3. Explain regulatory framework, management control system and ethical dimensions in managing international accounting.
4. Analyze foreign financial statements of business organizations.
5. Apply international financial reporting as per XBRL norms.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: International Dimensions of Accounting</b> Introduction, importance, definition, scope of international accounting, Status of international accounting in India; Internationalization of accounting profession, international audit environment.	6
<b>Unit II: International Financial Reporting</b> Introduction to International Financial Reporting and Consolidation; Main causes of diversity in international financial reporting, International Accounting Harmonization and Standardization, Role of IASB, IFAC, and U.N., International Financial Reporting Standards, IFRS adoption around the world.	10
<b>Unit III: Managerial Issues in International Accounting</b> Strategic planning, Management Control Systems, Performance Evaluation of foreign operations; Regulatory Disclosure Requirements including Social Responsibility disclosures, Ethical dimensions in international accounting.	7
<b>Unit IV: Analysis of Foreign Financial Statements</b> Techniques of Financial Statement analysis; Complexities in analyzing global financial statement, Ratio analysis in foreign currency statements.	7
<b>Unit V: Modern International Financial Reporting XBRL</b> Framework of extensible Business Reporting Language (XBRL). IFRS Taxonomy. Role of XBRL International in adoption of XBRL in different countries around the world. XBRL adoption in India.	10

**Text Books:**

1. Rathore, S., “International Accounting”, Prentice Hall Publication, India (latest edition).

**Reference Books and Supplementary Resources:**

1. Evans. Thomas G., “International Accounting and Reporting”, McMillan Publishing.
2. Holt, International Accounting, Thomson, New Delhi.
3. Gray, S.J., “International Accounting and Transnational Decisions”, London.
4. Prodhan, B., “Multinational Accounting”, Croom-Helm, London.
5. Radebaugh, “International Accounting and Multinational Enterprise”, John Wiley, Singapore.

## MBAF6034: INTERNATIONAL BANKING

**Course Description:** The course is to help students learn international banks' risk measurement and management. It will cover recent trends in international banking and the international environment in which banks operate; sources of risk; regulatory and economic capital; models to measure risk; basic tools for bank risk management; causes and lessons of recent financial crises; and issues on financial regulation.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Develop an understanding of the context, risk management and regulation of international banking.
2. Develop perspectives related to the future of international banking and lessons from recent financial crisis.
3. Evaluate risk measurement and management in international banking.
4. Demonstrate an understanding of the regulations related to international banks.
5. Analyse the risk perspectives related to forward-looking banking markets.

### Course Contents:

Units	Number of Lectures
<b>Unit I: International Banks and their Operation</b> The international financial services industry: Financial intermediaries and their types, Valuation and risk -Types of risks, the structure of the financial services industry, International Banking: Nature and Scope; The Macroeconomic Environment: Global Imbalances, Globalization, Consolidation of FI firms and exchanges, The Originate and Distribute Model, Use of sophisticated models to price risk, New Relevant Actors in International Banking.	8
<b>Unit II: Recent International Crisis and Lessons</b> Banking Crises from an International Perspective; Recent International Crises: Latin-American debt crisis of 1982, Mexican default of 1982. Brady bonds, Stock market crash of 1987, Mexican devaluation of 1994, Asian crisis of 1997, Russian default 1998; LTCM 1998, Brazil 1999; Argentina 2001, 9/11; Credit squeeze in international markets following the subprime U.S. market collapse (August 2007-2009), the European sovereign debt crisis (2011-2012).	6
<b>Unit III: Bank Risk Measurement and Management</b> The Building Blocks I: Riskless fixed income securities, Derivatives: Forward contracts, Futures contracts, The Building Blocks II: Swaps, Credit Derivatives; Interest Rate Risk: Forms of Risk, Interest Rate Risk, Measuring Interest Rate Risk: The risk of a bank portfolio, Problems with Duration, Credit Risk I: Rationing and credit quality problems, Types of loans, Pricing a loan, Credit scoring models, Pricing models: Qualitative models, Quantitative models: Credit Risk II and Liquidity Risk, Loan concentration models, Portfolio theory, Credit Metrics, Other models:	10



KMV Credit Monitor, CSFB Credit Risk Plus, McKinsey Credit Portfolio View, Liquidity risk, Securitization and Other Credit Risk Credit Transfer Techniques, The evolution of securitization techniques over time, Types of securities: MBS, CMO, IO, PO, CDO, ABCP, Securitization and prepayment risk, Securitization and credit risk, The ABCP market	
<b>Unit IV: The Regulation of International Banks</b> The 1988 Capital Accord and Basel II: Introduction, the Bank for International Settlements (BIS) and the regulation and supervision of international banks, Basel I: The 1988 Capital Accord: Capital requirements for credit risk, Basel II. Introduction of a risk-based approach to capital requirements for credit risk, Risk-based capital -Basel 2.5, Basel III- Definition and amount of capital -reducing pro-cyclicality and promoting countercyclical buffers, leverage ratio, enhanced risk coverage/CCR, global liquidity standard, summary. Other topics covered by the Basel Committee on Banking Supervision- who supervises international banks, new core principles for banking supervision, measuring and controlling large exposures, systemically important domestic banks, Other regulatory issues - Too Big to Fail, Shadow Banking, OTC Derivatives Reforms, Improving Accounting, Disclosure and Data Quality, Building Resilient Financial Institutions.	12
<b>Unit V: International Banking Risk-Based Forward-Looking Analysis</b> International Banks and Global Risks: risk of a major systemic financial failure, stress testing, assessing the systemic importance of major financial institutions.	4

#### **Text Books:**

1. Saunders A., and M. Cornett, Financial Institutions management: A Risk Management Approach, Eighth Edition, McGraw-Hill Irwin.

#### **Reference Books and Supplementary Resources:**

1. The Banker: Top 1000 World Banks 2014
2. World Economic Outlook, International Monetary An Overview of Hedge Funds and Structured Products: Issues in Leverage and Risk (OECD), 2007: Lowenstein, R. When Genius Failed: The Rise and Fall of Long-Term Capital Management. Random House, New York, 2000, Stefan Ingves, Banking Crisis from an International Perspective, April 2003.
3. International Monetary Fund, 2006, Financia Global Financial Stability Report, International Monetary Fund, April 2009.
4. Systemic Risks in Global Banking: What AvailableData Can Tell Us and What More Data Are Needed? By Eugenio Cerutti, StijnClaessens, and Patrick McGuire, IMF Working Paper WP/11/222, September 2011.
5. The J.P. Morgan Guide to the Markets: Do market risk management techniques amplify systemic risks? Chapter 2,IMF Global Financial Stability Report, October 2007.
6. Impaired Loans, 2013, Financial Sector Assessment Program Update,Republic of Poland, Technical Note, Introduction to Credit Metrics, 1997.
7. Standard and Poor's, 2011, "Banks: Rating Methodology and Assumptions," Ratings Direct, November 9. A New Look at the Role of Sovereign Credit Default Swaps, Global FinancialStability Report, Chapter 2, International Monetary Fund, April 2013.

8. Capital Standards for Banks: The Evolving Basel Accord: US Federal Reserve Bulletin 2003.
9. CRMPG III, Containing systemic risk: the road to reform, August 6, 2008.
10. Luc Laeven, Lev Ratnovski, and Hui Tong, 2014, Bank Size and Systemic Risk, IMF.
11. Overview of Progress in the Implementation of the G20 Recommendations for Strengthening Financial Stability (Financial Stability Board, November 2014).
12. Global Risks 2013 Eighth Edition (World Economic Forum: [http://www3.weforum.org/docs/WEF\\_GlobalRisks\\_Report\\_2013.pdf](http://www3.weforum.org/docs/WEF_GlobalRisks_Report_2013.pdf)).
13. Into the Great Unknown: Stress Testing with Weak Data (IMF 2010).
14. Global systemically important banks, updated assessment methodology and the higher loss absorbency requirement, Basel Committee on Banking Supervision.

## **MBAF6035: FINANCIAL MANAGEMENT OF PUBLIC ENTERPRISES**

**Course Description:** The course would help students to understand the role of financial management in public enterprises. Starting from introduction to financial management in public enterprises, the course covers in detail capital structure, operations and control, investment and financial planning as well as issues in management of finance in public enterprises.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Develop an understanding of structure, operations and control of financial systems in public enterprises.
2. Design generic financial planning and appreciate basic investment decision in controlling and management of public sector enterprises.
3. Analyze basic problems concerning budgeting, accounting and control of capital markets in public enterprises.
4. Develop an optimal plan for investment in public enterprises.
5. Apply norms and management of financial problems in public enterprises.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction to Public Enterprise Management</b> Genesis, Rationale, objective and role of public sector enterprise, organizational forms and working of Board of Management, Public enterprise policy and reform measures.	8
<b>Unit II: Public sector enterprise: Operations and control</b> Designing and implementing Memorandum of Understanding (MOU), Project management methodologies, Pricing policy and marketing problems in Public enterprise, institutional mechanism for price fixation process, budgetary techniques and financial control system in Public enterprises.	8
<b>Unit III: Public sector enterprise: Source of finance and capital structure</b> Finance functions in Public enterprises, Role of financial advisor, Major sources of Finance of Public enterprises, Capital markets for raising fund, Government grants and subsidies, public deposits. Capital structure of public sector enterprises.	8
<b>Unit IV: Public sector enterprise: Investment decisions and Planning</b> Cost control, Profit planning and executions, capital budgeting decisions and working capital decisions in public enterprises - procedure, criteria and issues, Government guidelines and other regulatory requirements.	8
<b>Unit V: Public sector enterprise: Issues and problems in operation</b> Identifying and solving financial problems of public sector with reference to funds, budgeting, accounting, and control.	8

**Text Books:**

1. LaxmiNarain, Principles and Practices of Public Enterprise Management, Delhi, Sultan Chand.
2. Glynn J.J., Value of Auditing in Public Sector, Prentice Hall, Englewood Cliffs, N.J.

**Reference Books and Supplementary Resources:**

1. Jain &Yadav, Financial Management Practices: A Study of Public Sector Enterprises in India., Saujanya Books.

## **MBAF6036: INFRASTRUCTURAL FINANCE**

**Course Description:** This Courses makes students learn about project structuring and the complexities of accurately constructing and evaluating its cash flows and to provide students with knowledge of risk assessment and management in infrastructure projects. The course also looks forward to impart skills for financing and valuation of infrastructure projects and PPP's in infrastructure projects.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Understand risk assessment and management in infrastructure projects
2. Construct and evaluate cash flows for infrastructure projects
3. Analyse Sources of Infrastructure Project Financing
4. Understand and do Valuation of Infrastructure Projects
5. Evaluate various case studies of infrastructure projects.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction</b> Introduction to project finance, uses of project finance, Motivations for using project finance, Unique features of infrastructure projects, Essential elements of project financing, Trends in project financing, Market for project finance.	10
<b>Unit II: Large Infrastructure Project Financing</b> Project Finance for Power, Road and Airports.	8
<b>Unit III: Sources of Infrastructure Project Financing</b> Overview, Equity, Multi-lateral agencies and financial institutions, Debt, Project Leasing, Special purpose vehicle.	8
<b>Unit IV: Management and Valuation of Infrastructure Projects</b> Structuring the project company, Financial analysis, Valuation - Free Cash Flows, Equity Cash Flows, Valuation - Free Cash Flows, Equity Cash Flows, Project Risk identification, assessment and management, Public Private Partnerships.	8
<b>Unit V: Case Studies</b> Bangalore International Airport and Cochin International Airport; Alandur Sewerage Treatment Plant, Hyderabad Outer Ring Road etc. Delhi Mubai Industrial Corridor, Yamuna Expressway Industrial Authority.	6

### **Text Books:**

1. Stefano Gatti, Project Finance in Theory and Practice, Academic Press.

**Reference Books and Supplementary Resources:**

1. Andrew Fight, Introduction to Project Finance, Elsevier Publications
2. Freshfields , Project Finance.
3. John D. Finnerty, Project Financing - Asset based financial engineering, John Wiley & Sons.
4. E.R. Yescombe , Principles of Project Finance, Allied Press

## MBAF6037: PROJECT MANAGEMENT

**Course Description:** This course will provide a general introduction to project management. This course will equip the students to various feasibility analyses – Market, Technical, Financial and Economic. To equip them with the knowledge and skills required to be successful in applying Project Management. To make them understand techniques for Project planning, scheduling and Execution Control. the focus will be on quizzes, group projects and case studies. Students are encouraged to work on live projects on various topics related to oil and gas sector. Students are developed to get exposure to Subcontract Administration and Control are practiced in Oil and Gas sector mainly downstream/retail.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Understand the principles of project financing (PF)
2. Evaluate the key components of the risk and the profitability of projects.
3. Draft a financing recommendation for a board.
4. Appraise various projects in terms of growth, liquidity and profitability and other factors.
5. Assess and review control of projects through PERT/CPM

### Course Contents:

Units	Number of Lectures
<b>Unit I: Introduction</b> Objectives of Project Planning, monitoring and control of investment projects, Relevance of social cost benefit analysis, identification of investment opportunities, Pre-feasibility studies.	8
<b>Unit II: Project Preparation</b> technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements, financial planning, estimation of fund requirements, sources of funds, loan syndication for the projects, tax considerations in project preparation and the legal aspects.	10
<b>Unit III: Project Appraisal</b> Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques, estimation of shadow prices and social discount rate.	10
<b>Unit IV: Project Review/Control Techniques</b> Risk Management in Projects, Evaluation of project, PERT/CPM.	8
<b>Unit V: Measuring Project Success</b> Cost and time management issues in project planning and management. Measuring Project Success.	4

### Text Books:

1. Prasanna Chandra, Project Preparation Appraisal and Implementation, Tata McGraw Hill.

### Reference Books and Supplementary Resources:

1. Clifford Gray, Project Management, Richard D. Irwin.

## MBAF6038: MERGERS & ACQUISITIONS

**Course Description:** This course covers the broad field of mergers, acquisitions, and divestitures. The students gain a well-rounded understanding of the major strategic, economic, financial, and governance issues of mergers and acquisitions. The course enables students to understand and apply the content learnt in this course to real life mergers and acquisition scenarios and analyze them

### Course Outcomes:

On completion of this course, the students will be able to:

1. Define the meaning of corporate restructuring; understand its forms and the motives behind it.
2. Differentiate between Mergers and Acquisitions and define the various types of Mergers and acquisitions.
3. Apply a set of analytical tools to evaluate the value of a target firm and Interpret the meaning of synergy and its significance
4. Determine the pricing of the firm through the computation of the exchange ratio and the valuation exercise.
5. Develop an understanding of the Post merger Integration process.

### Course Contents:

Units	Number of Lectures
<b>Unit I: Introduction</b> Introduction to Mergers and Acquisitions: Organic Vs Inorganic Growth, Forms and Motives, Synergy and related terms, Tender offer and reverse merger, leveraged buy out	5
<b>Unit II: Mergers and Acquisitions</b> Meaning and Forms, Types of Synergy, Valuation of Synergy, Inbound and Outbound forms of M & A.	5
<b>Unit III: Takeover and Due Diligence</b> Meaning and Types of Takeover, Takeover Defense and the Process of Due Diligence	10
<b>Unit IV: Valuation</b> Firm Valuation, Importance of Valuation in Mergers, Models of Valuation, Factors driving valuation. Purchase consideration, Sharing of synergy	10
<b>Unit V: Financial Implications and Alternatives to an M &amp; A</b>	10



The Exchange Ratio, The Payment and Pricing decision, Impact on EPS and MPS and Relevance of P/E Multiple, Joint ventures and Strategic alliances.	
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**Text books:**

1. Mergers & Acquisitions – Dr. RS Aroura, Prof. Kavita Sethi, Prof. SR Kale – Oxford University

**Reference books and Supplementary Resources:**

1. Applied Mergers and Acquisitions, by Robert F. Bruner, University Edition (Wiley, 2004).
2. Mergers, Acquisitions and Corporate Restructurings by Patrick A. Gaughan (Wiley publications)
3. Damodaran on valuation by Ashwath Damodaran, John Wiley Publications
4. Mergers, Restructuring and Corporate Control by Weston, Chung, Hoag (Prentice Hall)
5. Mergers and Acquisitions from A to Z by Andrew J. Sherman and Milledge A. Hart (American Management association (AMACOM) New York.

## **MBAF 6040: ENTREPRENEURSHIP AND NEW VENTURES**

**Course Description:** Entrepreneurship and new ventures is a comprehensive course. The Course Aims at Instituting Entrepreneurship Skills in the Students by giving an overview of who the entrepreneurs are and what competences are needed to become an Entrepreneur. The Objective of achieving sustained industrial development, regional growth, and employment generation has always depended on entrepreneurial development and small-scale industry. Keeping this in mind, this course intends to elaborate on the Human Relations aspects of entrepreneurship and family business management. It also covers the basic legal requirements for establishment of new Units, licensing, clearance and other legal compliances.

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Understand the dynamics of Entrepreneurship.
2. Develop an understanding about concepts like Entrepreneur, E-Commerce, M- Commerce.
3. Develop an understanding of Legal challenges like Intellectual property, Patent, Trade mark, Licensing etc.
4. Familiarize themselves with Legal procedures of setting up and dissolution of a Business unit.
5. Develop an awareness of gender related entrepreneurship issues.

### **Course Content:**

<b>Unit</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction to Entrepreneurship</b> Entrepreneurship-Meaning and concept; Entrepreneur-Nature and Characteristics of successful entrepreneur; Entrepreneur Process; Ethics and Social Responsibility of Entrepreneur; Entrepreneur and Manager; E-Commerce and M-Commerce, Advantages and disadvantages of E-Commerce and M-Commerce. International trends in Entrepreneurship.	8
<b>Unit II: Setting up Small Business</b> Legal requirement for Establishment of new Units: Selection of project-product/service, location, feasibility, business plan, project profile, Constitution-sole proprietor, partnership, company, co-operative, franchising, obtaining SSI registration-PRC and PMT, obtaining clearances, arrange for land/shed, plant and machinery, infrastructure, project report, obtaining finance, implementation; Small industrial development bank of India (SIDBI); Legal challenges: Intellectual property, Patent, Copyrights, Trade mark, Trade secrets	8
<b>Unit III: Business Plan Development</b>	8

Business Plan- What is the Business Plan; Who Should Write the Plan; Scope and Value; Information Needs- Marketing, Operational, Financial; Recent Venture Capital Initiatives taken by government and private sector, Steps in writing the business plan; Using and implementing the business plan; Why some business plan fails; Marketing Plan- Meaning, Characteristics, marketing research process, marketing mix; Organizational Plan- Meaning, Legal forms of Business; Financial Plan – Meaning, Break even analysis, Practical questions on BEP point and desired Sales Volume.	
<b>Unit IV: Family Business: Meaning, Transfer or Liquidation</b> Family business – Meaning, Advantages of family business, disadvantages of family business, succession planning process, Transfer of business- Transfer to family Members, Transfer to non-family members; Selling of Business- Direct Sale, Employee Stock Option Plan, Management Buyout	8
<b>Unit V: Women Entrepreneur</b> Women entrepreneurship; meaning and concept; Challenges in the path of Women entrepreneur; Strategies for women entrepreneur development; Institutes supporting women entrepreneur in India: Consortium of women entrepreneurs of India (CWEI), Federation of Indian women entrepreneurs (FIWE), Federation of ladies organization (FLO), Women India trust (WIT), National bank for agriculture and rural development (NABARD), Self-employment women association (SEWA), Association of women entrepreneurs of Karnataka (AWAKE).	8

### **Text Books**

1. Hisrich, Manimala Peters Shepherd, Entrepreneurship. Mc Graw Hill Education

### **Reference Books and Supplementary Resources:**

1. Charantimath M. Poornima. Entrepreneurship Development Small business Enterprises' Pearson Education. 2009
2. Gupta.C.B, Business Entrepreneurship and management. Scholar tech press, (Latest Edition).
3. Khanka.S.S, Entrepreneurial Development, S.Chand
4. W.Zimmerer Thomas, Scarborough M. Norman. Essentials of Entrepreneurship and Small Business Management , PHI Learning pvt ltd.
5. Trehan, Alpana, Entrepreneurship . Biztantra.
6. Kuratko F. Donald, Hodgets M. Richard, Entrepreneurship in the new millennium. Cengage Learning.

## **MBAF 6041: FINANCIAL TECHNOLOGY (FINTECH)**

**Course Description:** FINTECH or financial technology encompasses a range of rapidly emerging technologies in the Financial services sector .This course on the same equips management graduates to understand the dynamics related to the integration of Finance with Technology, the course has been prepared to encourage them to examine the role of technology and its applications in Business with an objective to equip them with the necessary skill sets to comprehend and optimize decisions both in corporate finance as well as financial services

### **Course Outcomes:**

On completion of this course, the students will be able to:

1. Explain and understand the integration of technology with finance
2. Comprehend the impact of technology in the delivery of financial services
3. Identify the players involved in Fintech business.
4. Describe the technologies underlying cryptocurrencies and blockchains
5. Recognize the opportunities brought in by Fintech in the area of finance.

### **Course Contents:**

<b>Units</b>	<b>Number of Lectures</b>
<b>Unit I: Introduction</b> Introduction, Fintech Basics, Meaning of FinTech,   Why the Hype?   Market Size and Potential   FinTech Hubs   The History of Fintech.  FinTech essentials: Players, processes, modes and various charges   P2P, B2C, B2B Payment requirement, challenges and solutions   Consumer and Retail Payments: Mobile based, Person to Person, Credit Cards, POS based ecosystem: Traditional vs New Wholesale and Retail Payments  Understanding Payments: Payment Modes (UPI, CC, DC, e-wallets, NACH, AEPS, Net Banking, IMPS, BBPS) , Payments & Settlements Act 2007,  PCI-DSS Compliance  eKYC & Aadhar  Understanding the Players: (Bank Bazaar, Paisa Bazaar), Cryptocurrency Trading (Zebpay) SaaS based Personal Finance Product / SME& P2P lending- Faircent/ Recurring Payment apps (Paytm,PhonePe,Tez).	10
<b>Unit II: The ABC of Fintech Technologies</b>	

API   Biometric, Blockchain, Big Data   Cloud, Brief on Front End – Java & Scala, LAMP, Ruby on Rails etc.	8
Brief on Back End – AMQP, Map Reduce, Hadoop, Erlang, Memcache, MongoDB, MySQL, HBase Raven etc. Deep Dive: Fintech Technologies, Cryptography (Digital Signatures, message authentication codes, ciphers, Checksum APIs). Advanced Authentication and Access Control, Public Key Infrastructure and Sandbox, Cryptocurrency- Hype or Real	
<b>Unit III: The Rise of Disruptive Technologies</b>	8
Technology: Machine Learning, Big Data, Artificial Intelligence, Blockchain, Wearables, Robotic Process Automation and Other Emerging Technologies (Biometrics-Aadhar based authenticated, Payments Banks) and Startups in Indian Fintech Space.	
<b>Unit IV: Digital Transformation</b>	8
Understanding change management for FINTECH, creating organizational structures for managing FINTECH innovation, resolving critical implementation issues	
<b>Unit V: Guest Lecture, THE FUTURE OF FINTECH AND THE TEN TIMES BETTER RULE and CAPSTONE PROJECT</b>	6
<b>Guest Lecture: Opportunities in Disruption – The Fintech Way, Using Emerging Technologies   The Future of Financial Services   Innovation through Big Data   The API Economy and CAPSTONE PROJECT:</b>	

### Reference Books and Supplementary Resources:

#### A: Readings (e-books on google)

- Why Banking Is No Longer Somewhere You Go But Something You Do’ – Brett King
- The End of Banking: Money, Credit, And the Digital Revolution by Jonathan McMillan
- Augmented: Life in the Smart Lane – Brett King
- Digital Bank: Strategies to Launch or Become a Digital Bank – Chris Skinner

#### B: Website

- Fintech Finance <http://www.fintech.finance/>
- Mobile Payments Today <http://www.mobilepaymentstoday.com/>
- BankTech <http://www.banktech.com>
- Payments Source <http://www.paymentsource.com>
- Card Not Present <http://cardnotpresent.com/>

## MBAF6042: ANALYTICS

**Course Description:** This Course involves extensive use of data and creation of models to examine the performance of a business and designing strategies for future. It aims to provide basic understanding of Analytics and would provide insight for techniques of data handling and presentation of reports so as to draw meaningful information from the available data in respect of products, services, customers, etc. In the current business situation which is complex, turbulent and unpredictable, this course on analytics would assist in examining the worthiness of various alternatives available to a decision maker and help in optimising the same.

### Course Outcomes:

On completion of this course, the students will be able to:

1. Explain the concept and application of Analytics
2. Apply knowledge of statistical data analysis techniques in business decision making with data analysis and data mining
3. Organize, collect and examine data for decision modeling and also utilizing monte Carlo simulation
4. Solve various business problems with help of predictive analysis.
5. Evaluate various business strategies and use analytics to solve case studies.

### Course Contents:

Units	Number of Lectures
<b>Unit I: Business Analytics: An Overview</b> Business Analytics – Meaning, Concept and applications. Scope of Business Analytics (Descriptive, Predictive and Prescriptive); Tools for Business Analytics	5
<b>Unit II: Data Analysis and Data Mining</b> Data Reliability and Validity; Data Validation; Data Classification and Measurement Scales (Ordinal, Interval and Ratio) Statistical data mining data mining with target variables, cluster analysis and principal component analysis.	5
<b>Unit III: Introduction to Decision Modeling</b> Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Decision Making under Uncertainty, Introduction to Risk, Types of problems: inventory management, capital investment analysis, market share estimation, sensitivity analysis, Monto Carlo Simulation Model.	10
<b>Unit IV: Predictive Analytics</b> Modeling Relationships and Trends in Data; Common Mathematical Functions and Predictive Analytics, Simple Linear Regression, Multiple Regression, Modeling Price-Demand Function with Historical Data.	10

<p><b>Unit V: Analytical Strategies</b></p> <p>Relationship between strategy and Business Analytics, Business Analytics supporting strategy at functional level. Case studies</p>	<p>10</p>
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**Text books:**

1. Business Analytics by James R Evans, Pearson Education “R In Action” by Robert I. Kabacoff , Dreamtech Press; Second edition

**Reference books and supplementary resources:**

1. “Integrated Business Analytics Principles, Concepts and Applications:What, Why and How with SAS” By Marc J. Schniederjans, Dara G. Schniederjans abd Christopher M. Starkey, Pearson Education
2. “Handbook of statistical analysis and data mining applications” By Gary Miner, Robert Nisbet, John Elder, Academic Press
3. Business Analytics : An Application Focus” by Purba Halady Rao