

## **MBA (Financial Management)**

### **ORDINANCE**

1. There will be one full-time Master's Degree Programme in Financial Management i.e. MBA (FM). The duration of the course will be two years (i.e. two academic sessions). Each year will be divided into two semesters (July – December & January – June). There will be about 90 teaching days in a semester. The examination will be held in around December and May for the first / third and Second/Fourth semesters respectively or as convenient to the university.
2. The eligibility for the course will be graduate degree in any discipline from a recognized university with at least 50% marks in aggregate. Those appearing for their final examinations of Bachelor Degree classes may also apply, provided, they can produce their result at the time of interview.
3. There will be a maximum of 30 (Thirty) seats for each year of the programme of which 15 will be reserved for general category and 15 (Fifteen) for self financed category including NRI/NRI sponsored / industry sponsored. Foreign nationals seeking admissions to the course shall have to produce a no objection certificate from the Ministry of Human Resource Development, Department of Education, Govt. of India, New Delhi. Where seats reserved for NRI / sponsored are vacant until the last date for application / depositing fees, the same shall be filled by candidates in the other self financed category. But in no case seats reserved for self finance category be filled by general category students.
4. Reservations in the general category seats will be as per Central Government Rules. There will be not any reservation in self financed category seats.
5. The candidates seeking admission to the course in all categories will have to appear in entrance test. Only those qualifying in the entrance test in the order of merit will be called for interview and group discussion by the University.
6. Those qualifying in the final merit (after interview / group discussion) will be eligible for admission to the course after completing fees and other formalities. If some seats are lying vacant on failure of candidates to take admission to the course, those in the subsequent order of merit (waiting list upto a cut off point to be decided by the University) will be eligible for admission but only within two weeks of commencement of classes.

7. The examination of the course will consist of 6 (Six) papers in each of the semesters including of seminar, training report and viva-voce. The maximum marks for each paper will be 100 out of which 40 marks will be awarded on the basis of internal assessment test in each paper.

**MBA (FM): Semester-I**

<b>MBA (FM) 101</b>	Principles of Management	3 Credits
<b>MBA (FM) 102</b>	Business Environment	3 Credits
<b>MBA (FM) 103</b>	Business Economics	3 Credits
<b>MBA (FM) 104</b>	Introduction to Computers and its Applications	3 Credits
<b>MBA (FM) 105</b>	Business Laws	3 Credits
<b>MBA (FM) 106</b>	Financial Accounting	3 Credits

**MBA (FM): Semester-II**

<b>MBA (FM) 201</b>	Operations Management and Quantitative Techniques	3 Credits
<b>MBA (FM) 202</b>	Marketing Management	3 Credits
<b>MBA (FM) 203</b>	Human Resource Management	3 Credits
<b>MBA (FM) 204</b>	Accounting for Decision Making	3 Credits
<b>MBA (FM) 205</b>	Financial Management	3 Credits
<b>MBA (FM) 206</b>	Viva-Voce & Seminar (60+40)	3 Credits
<b>MBA (FM) 207</b>	Marketing of Services (Self Study Paper)	3 Credits

**MBA (FM): Semester-III**

<b>Core Papers:</b>		
<b>MBA (FM) 301</b>	Corporate Strategy and Policy	3 Credits
<b>MBA (FM) 302</b>	Business Research Methodology	3 Credits
<b>MBA (FM) 303</b>	Training Report & Viva-Voce (60+40)	3 Credits

<b>Elective Papers:</b>		
The Candidate has to opt three papers from the following Elective papers:		
<b>MBA (FM) 304</b>	Working Capital Management	3 Credits
<b>MBA (FM) 305</b>	Direct Tax Laws and Accounts	3 Credits
<b>MBA (FM) 306</b>	Management Information System	3 Credits
<b>MBA (FM) 307</b>	Management of Financial Institutions	3 Credits

**Self Study Paper:**

**MBA (FM) 308**      E-commerce      3 Credits

**MBA (FM): Semester IV**

<b>Core Papers:</b>		
<b>MBA (FM) 401</b>	Financial Markets and Services	3 Credits
<b>MBA (FM) 402</b>	International Financial Management	3 Credits
<b>MBA (FM) 403</b>	Project Report & Viva-Voce ( <b>60+40</b> )	3 Credits

<b>Elective Papers:</b>		
The Candidate has to opt three papers from the following Elective papers:		
<b>MBA (FM) 404</b>	Corporate Tax Planning	3Credits
<b>MBA (FM) 405</b>	Security Analysis	3Credits
<b>MBA (FM) 406</b>	Portfolio Management	3Credits
<b>MBA (FM) 407</b>	Project Management	3Credits

**Self Study:**

**MBA (FM) 408**      Entrepreneurship Development      3Credits

**MBA (FM) Ist Semester**

**MBA (FM)-101: Principles of Management**

**Course objectives:**

The objective of this course is to provide an understanding of the tasks and functions of management and to acquaint the participants with the developments in the concept, theories and practices in the field of management.

**Course Outline:**

**Unit I:**

Nature and Significance of Management, Classical, Neo-Classical and Modern Theories of Management. Contingency and System Approach to Management, Functions of Management.

**Unit II:**

Planning: Meaning and Process, Goals, Objectives, Plans and Programmes. Premises of Planning – Forecasting, Process of Decision Making. Rationality and Bounded Rationality. Risk and Uncertainty in Decision Making.

**Unit III:**

Organization: Theory, Structure, Departmentation, Vertical and Horizontal Growth in Organization, Line and Staff Functions and Conflicts, Span of Management, Authority, Accountability, Delegation, Centralization and Decentralization, Formal and informal organization Group Functions in Organization: Formation and Role of Groups in organization.

**Unit IV:**

Staffing: Nature and Purpose of Staffing: Selection, Performance Appraisal, Organizational Development.

Leading: Motivation – Meaning and Theories of Motivation, Motivation in Practice Leadership – Types and Traits of a Leader, Leadership Styles. Communication: Forms, Process, Barriers and Effective Communication.

**Unit V:**

Controlling: Meaning and Process of Controlling. Techniques of Controlling. Management of Change: Adaptability to Change, Resistance to Change. Emerging Challenges for the Managers.

**Suggested Reading**

Koontz & Weilrich – Management: A Global Perspective.

L.M. Prasad – Principles and Practice of Management.

Stoner et. al.: Management

Newman and Summer: Management

**MBA (FM)-102: Business Environment****Course objectives:**

The aim of this course is to study factors affecting business decisions.

**Course Outline:****Unit I:**

Introduction: Importance of Environmental Analysis, Elements of Business Environment: Economic, Demographic, Socio-Cultural, Political and Legal, Technological Forces affecting Business Decisions and Operation.

**Unit II:**

New Economic Policy: Privatization, Liberalization and Globalization and their Implications for Indian Business, MNCs.

**Unit III:**

Industrial Policy: Trends in the Industrial Licensing, Delicensing, Small Scale Industries. Law relating to Industrial Development and Regulation.

**Unit IV:**

Fiscal Policy and Monetary Policy. Salient Features of Competition Act 2002, Consumer Protection Law.

**Unit V:** Export Import Policy: Regulation of Foreign Trade, Export Promotion and Import Substitutions. Foreign Exchange Management Law.

**Suggested Reading**

Cherunilam: Business Environment

Ghosh P. & Kapoor, G.K. – Business & Society – A Study of Business Environment

Adhikari, M.: Economic Environment of Business

**MBA (FM)-103: Business Economics****Course objectives:**

The objectives of the paper are to provide basic knowledge about decision making using economic tools.

**Course Outline:****Unit I:**

Meaning and Scope of Economics, Micro and Macro Economics, Static and Dynamic Analysis, Inductive and Deduction Analysis. Branches of Economics, Managerial Economics: Its Role in Decision Making.

**Unit II:**

Utility Concept and Indifference Curve Analysis, Demand and Supply Analysis, Determinants of Demand Elasticities, Demand Forecasting.

**Unit III:**

Cost Concept: Monetary, Imputed and Opportunity Cost. Social and Private Costs. Fixed and Variable Cost. Total, Marginal and Average Cost, Cost-Output Relationship in Short & Long Run, Accounting Vs Economic View, Cost and Optimum Size of Plant. Production Functions, Law of Variable Proportions and Returns to Scale.

**Unit IV:**

Determination of Price under Perfect Competition, Monopoly and Imperfect Competition, Equilibrium of the Firm, Kinked Demand Model for Oligopoly, Price Leadership and Discrimination. Profit Theories, Measurement of Profit, Profit Policies and Profit Planning with Reference to Break-Even Analysis.

**Unit V:**

Concept of Economic Growth & Development, National Income – Meaning & Measurement, Business Cycles, Inflation – Meaning & Causes.

**Suggested Reading**

Joel Dean: Managerial Economics

Richard & Brackfor: Business Economics

Mote, Paul & Gupta: Managerial Economics

Maheswari & Varshney: Managerial Economics

Dwivedi, R.N.: Managerial Economics.

**MBA (FM)- 104: Introduction to Computers and its Applications****Course objectives:**

The main objectives of the course is to familiarize the students with the concept of data base a term which is used to denote all the data that is manipulated by means of the computer and develop basic competence in the case of a data base package.

## **Course Outline:**

### **Unit I:**

#### Introduction to Computer

- (a) Evaluation of Computer
- (b) Functional part of computer
- (c) Input Devices, Output Devices, Central Processing Unit, Memory (Primary and Secondary)
- (d) Introduction to Software (System Software, Application Software)

### **Unit II:**

#### Operating Systems

- (a) Type of Operating Systems
- (b) Functions of Operating Systems
- (c) Features of a good operating system
- (d) Introduction to DOS, UNIX, WINDOWS

### **Unit III:**

#### Application Softwares

- (a) Type of Application software
- (b) Introduction to Word Processing (MS word)
- (c) Introduction to Spreadsheets (MS Excel)
- (d) Introduction to Presentation Software (MS Power Point)
- (e) Introduction to Database (MS Access)



#### **Unit IV:**

##### Introduction to Computer Networks

- (a) Need for Networking
- (b) Type of Networks
- (c) Networks Topologies
- (d) Transmission Media
- (e) Networking Components (BRIDGE, GATEWAY, ROUTER, REPEATER, HUB, SWITCH)
- (f) Introduction to Internet (WWW, HTTP, FTP, TCP/IP)

#### **Unit V:**

The Internet Environment, Surfing & Searching, Protocols, World Wide Web, Elementary Idea of E-Commerce & Its Types

#### **Suggested Reading**

Bharihoke, Deepak, *Fundamentals of Information Technology*, Excel Book.  
Saxena, Sanjay, *A First Course in Computers*, Vikas Publishing House.  
Fitzgerald and Dennis, *Business Data Communication and Networking*, Wiley.  
Rajaraman, V., *Analysis and design of information Systems*, PHI Learning.  
Sadagopan, S., *Management Information Systems*, Pearson Education.  
Laudon, Kenneth C., and Jane P. Laudon, *Management Information Systems*, Pearson Education.

#### **MBA (FM)- 105: Business Laws**

#### **Course objectives:**

To give an understanding and basic knowledge of some of the important commercial laws to students thus making them fully aware of the legal implications of the general activities of a modern business organization.

## **Course Outline:**

### **Unit I:**

The Indian Contract Act 1872: Essentials, Performances, Termination of Contracts. Indemnity and Guarantee, Bailment, Agency.

### **Unit II:**

The Sale of Goods Act 1930: Contract of Sale, Conditions and Warranties, Transfer of Ownership, Performance of Contract of Sale, Unpaid Seller's Rights, Auction Sales.

The Negotiable Instruments Act 1881: Meaning and Types of Various Negotiable Instruments, Parties to a Negotiable Instruments – Rights, Duties, Liabilities and Discharge, Material Alteration, Crossing, Payment and Collection of Cheque and Bank Draft.

### **Unit III:**

Indian Partnership Act 1932: Definition and Nature of Partnership, Liabilities of Various Types of Partners Including those of Newly Admitted, Retiring, Deceased and Minor Partners, Dissolution of Firms and Partnership, Partnership Distinguished From Joint Hindu Family and Co-ownership.

### **Unit IV:**

Indian Companies Act: Features and types of Companies, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus.

### **Unit V:**

Management of Company Directors of Companies, Meetings and Resolutions, Prevention of Oppression and Mismanagement, Winding Up.

## **Suggested Reading**

Kuchhal, M.C.: Mercantile Law  
Singh, Avtar: Mercantile Law  
Jain, J.D.: Indian Contract Act  
Kapoor, N.D.: Mercantile Law  
Shukla, M.C.: A Manual of Mercantile Law

## **MBA (FM)-106: Financial Accounting**

### **Course objectives:**

The purpose of this course is to develop an insight into the nature and uses of financial accounting information.

### **Course Outline:**

#### **Unit I:**

Accounting Conventions and Postulates. Basic Principles of Double Entry System – Journal, Ledger and Trial Balance.

#### **Unit II:**

Preparation of Final Accounts – Horizontal and Vertical Formats.

#### **Unit III:**

Final Accounts of Company and Annual Report: Legal Requirement Relating to Preparation of Final Accounts of Company. International and National Accounting Standards. A Detailed Study of Indian Accounting Standards.

#### **Unit IV:**

Accounting for Shares and Debentures – Issue and Redemption. Accounting of Holding Companies. Accounting for Amalgamation and Merger. Investment Accounting.

#### **Unit V:**

New Developments in Accounting: Accounting for Price Level Changes – CCA, CPPA. Human Resource Accounting, Social Accounting, Value Added and Economic Value Added, Brand Valuation.

### **Suggested Reading**

Shukla & Grewal Advanced Account

S.N. Maheshawri – Financial Accounting

R.L. Gupta – Advanced Accountancy

## **MBA (FM) IInd Semester**

### **MBA (FM)- 201: Operations Management and Quantitative Techniques**

#### **Course objectives:**

The basic objective of this course is to get students acquainted with the design aspects of operations and to impart knowledge of basic statistical tools and techniques with emphasis on their application in business decision process and management.

#### **Course Outline:**

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

Production Management I- Concept, Nature and Scope, Production Functions. Types of Manufacturing Processes, Routing Scheduling, Plant Location and Plant Layout. Production, Planning and Control. Material Management.

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

Production Management II- The Concept of Productivity, Measurement of Productivity Input-Output Analysis. Product Development and Designing. Development of Efficiency Work Method, Quality Control and Inspection. Purchasing and materials managements.

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

Probability: Basic Concept of Probability, Conditional Probabilities and Baye's Theoram. Expected Value. Theoretical Probability Distribution – Binominal, Poission and Normal.

Testing of hypothesis – Z, t and  $\chi^2$  Tests

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

Statistical Decision Theory: The Decision Environment, Decision Process, Decision Making Under Risk and Uncertainty – Different Techniques; Decision Tree, Utility Criterion.

##### **Unit V:**

Operational Research – Meaning and Applications, Linear Programming – Graphical Method. Simplex Method, Duality and Sensitivity Analysis. Simulation Techniques and Its Application in Business Finance.

## **Suggested Reading**

Taha: Operational Research: PHI

Vohara: Operational Research: TMH

C.B. Gupta: Introduction to Statistical Methods Sultan Chand

Sancheti and Kapoor: Operations Research: Sultan Chandra

## **MBA (FM)- 202: Marketing Management**

### **Course objectives:**

The objectives is to develop an understanding of the basic concepts of marketing, its functions and its relevance for managers.

### **Course Outline:**

#### **Unit I:**

Introduction, Nature and Importance of Marketing Management, Evolution of Marketing Concepts: Old and New, Marketing Mix, Marketing Environment.

#### **Unit II:**

Market Segmentation, Purpose and Bases and Purpose of Market Segmentation, Selection of Target Market Consumer Behaviour: Nature and Factors Influencing Consumer Behaviour, Consumer Buying Decision Process.

#### **Unit III:**

Product Decision: Concept, Classification of Product, Product Line and Product Mix, Basic Product Decision, Branding Decisions, Packaging and Labeling, Product Support Services, New Product Development and Product Life Cycle

#### **Unit IV:**

Pricing: Factors Affecting Price Determination, Pricing Policies and Strategies. Role and Type of Distribution Channels, Factors Influencing Channel Decisions, Distribution Logistics.

#### **Unit V:**

Promotional Decision: Communication Process, Elements of Promotional Mix: Advertising, Personal Selling, Publicity and Public Relations, Sales Promotion.

## **Suggested Reading**

Philip Kotlar: Marketing Management

Edgel, Walker and Stanton: Foundation of Marketing

## **MBA (FM)- 203: Human Resource Management**

### **Course objectives:**

The objective of this course is to familiarize the students with theories and techniques of production and human resource management.

### **Course Outline:**

#### **Unit I:**

Production Management I – Concept, Nature and Scope, Production Functions. Types of Manufacturing Processes, Routing Scheduling, Plant Location and Plant Layout. Production, Planning and Control. Material Management.

#### **Unit II:**

Production Management II – The Concept of Productivity, Measurement of Productivity Input – Output Analysis. Product Development and Designing. Development of Efficiency Work Method, Quality Control and Inspection. Purchasing and materials managements.

#### **Unit III:**

Human Resource Management – Concept, Nature and Scope of Personnel Functions, Personnel Policy, Philosophy of Management of Human Resources – Its Various Dimensions, Functions and Operation of A Personnel Office, Manpower Planning.

#### **Unit IV:**

Human Resource Management Process – Recruitment, Selection, Induction, Training and Development of Human Resources, Job Analysis and Evaluation, Performance Monitoring and Appraisal. Employee Compensation, Benefits and Welfare.

**Unit V:**

Industrial Relations – Meaning of Industrial Relation, Regulatory Mechanism Employee Discipline, Suspension, Dismissal and Retrenchment, Grievance Handling, Industrial Conflicts, Resolutions, Trade Unionism, Collective Bargaining. Industrial Democracy and Workers Participation in Management.

**Suggested Reading**

Flippo, E.B.: Principles of Personnel Management

Yoder, Dale: Personnel Management and industrial Relations.

Beardwell: Human Resource Management (MacMillian)

**MBA (FM)- 204: Accounting for Decision Making****Course objectives:**

The objective of this course to impart knowledge of various accounting tools and techniques useful for business decision making.

**Course Outline:****Unit I:**

Concept and Importance of Management Accounting, Analysis of Financial Statements – Trend Analysis, Ratio Analysis, Preparation and Analysis of Fund Flow Statement.

**Unit II:**

Cost Accounting: Basic Cost Terms and Concepts, Type and Elements of Cost, Cost Allocation – Absorption Costing, Marginal Costing, Activity Based Costing.

**Unit III:**

Use of Marginal Costing in Decision Making. Cost Volume Profit Analysis.

**Unit IV:**

Budget and Budgetary Control: Various Functional Budgets. Flexible Budgets.

Standard Costing and Variance Analysis: Material, Labour, Overheads and Profit Variance. Treatment of Variances. Divisional Performance Measurement – Responsibility Accounting and Transfer Prices.

### **Suggested Reading**

Horngreen : Management Accounting. PHI

R.N. Anthony: Management Accounting.

S.N. Maheswari: Management Accounting.

Khan and Jain: Management Accounting.

### **MBA (FM)- 205: Financial Management**

#### **Course objectives:**

To develop adequate level of knowledge of broad areas of financial decisions.

#### **Course Outline:**

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

Introduction to Financial Management. Time Value of Money. Risk and Return. Basic Valuation Models.

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

Capital Structure, Cost of Capital Leverage Analysis. Theories of Capital Structure. Factors Affecting Capital Structure Policies.

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

Investment Decision – Process, Techniques of Capital Budgeting. Capital Budgeting under Risk and Uncertainty.

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

Working Capital Management: Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

##### **Unit V:**

Dividend Decisions and Management of Earning.

Various Sources of Short Term and Long Term Financing. Issues Relating to Merger and Acquisition.



## **Suggested Reading**

Van Horn: Financial Management and Policy. PHI

Prashna Chandra: Financial Management. TMH

I.M. Pandey: Financial Management. Vikas

Khan and Jain: Financial Management. TMH

## **MBA (FM) 206: Viva-Voce & Seminar (60+40 Marks)**

### **Self Study Paper:**

### **MBA (FM) 207: Marketing of Services**

**Course objective:** To enable students to understand the conceptual aspects of services marketing.

### **Course Outline:**

**Unit I: Introduction to Services Marketing:** Services as a marketing concept; factors for the growth of service sector; characteristics of services; dimensions of services; classification of services; managing customer expectations: level of expectations; zone of tolerance; segmentation, targeting and positioning of service.

**Unit II: Services Marketing Mix:** Product: service package, core and supplementary services; Product levels, service levels and delivery; price: pricing concepts and issues in pricing, pricing policy, pricing approaches, price and customer values; Promotion: Internal and external communication, issues in services promotion; place: Service distribution, channel options, service distribution strategy.

**Unit III: Service Design:** Essentials of a service system; components of services; designing the service package; front office interface; back office interface; operations system; service delivery system; customer satisfaction and conflicts; service recovery system; service quality; concept of service quality, measuring service quality; SERVQUAL system; concept of CRM: CRM objectives, technology impact on services, concept of e-CRM.

**Unit IV: Globalization of services:** Stages of globalization; international marketing services; emerging trends; principal driving forces in global marketing of services; key decisions in global marketing; services strategy and organizing for global marketing.

**Unit V: Marketing of Financial and Hospitality Services:** Application of the component of marketing of services in marketing of financial, tourism, travel and transport services.

**Suggested Reading:**

Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw- Hill, 4<sup>th</sup> ed., 2008.

Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 5<sup>th</sup> ed., 2007.

Baron S and Harris K, Services Marketing: Text and Cases, Palgrave, 2003

Rajendra Nargundkar, Services Marketing: Text and Cases, Tata McGraw- Hill, 2<sup>nd</sup> ed., 2007.

Harsh V Verma, Services Marketing: Text and Cases, Pearson Education, 2008.

Rama Mohana Rao, Services Marketing, Pearson Education

Govind Apte, Services Marketing, Oxford Univ. Press

## **MBA (FM) IIIrd Semester**

### **Core Paper:**

### **MBA (FM)- 301: Corporate Strategies and Policy**

#### **Course objectives:**

The main objectives of this course is to develop the perspective of the management of total enterprise from the point of view of top management.

#### **Course Outline:**

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

Corporate Planning: Nature and Scope of Corporate Planning – Determinants of Corporate Objectives, Factors Governing Corporate Business Plans. Types of Plans, Techniques of Corporate Planning, Short Range, Medium Range and Long Range Plan.

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

Nature and Scope of Corporate Policy: Determinants of Corporate Policies, Features of Corporate Policies, Credibility, Feasibility, Acceptability Overall Company Policy, Analysis and Formulation of Organizational Policies – Marketing, Production, Financial and Personnel, Policy Frame Work for Multinationals.

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

Nature and Scope of Corporate Strategy – Determinant, Concept and Approach to Strategy Formation. Situation Audit and SWOT Analysis. Portfolio Analysis, Strategic Choices. Strategy Evaluation and Control.

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

Corporate Appraisal: Significance of Corporate Appraisal, Assessment of Internal Capabilities, Capabilities Profile, Strategic Advantage Profile (SAP).

##### **Unit V:**

Corporate Governance and Social Responsibility – Corporate Governance, Role of BOD and top Management in Corporate Governance. Social Responsibilities of Strategic Decision Makers. Ethics in Business and Corporate Governance.

## **Suggested Reading**

Business Policy – Azhar Kazmi

Corporate Strategy – H. Iger Anseff

Concept of Corporate Strategy – Kenneth A andraws

Business Policy and Strategy – L.M. Prasad.

## **MBA (FM)-302: Business Research Methodology**

### **Course Objectives:**

To develop and understanding of the research methodology used in social sciences and its business applications.

### **Course Outline:**

#### **UNIT I:**

Meaning of Research. Basic and Applied Research. Research in Social Sciences. Types of Research – Descriptive, Exploratory and Cause – Effect Relationship studies. Process of Research. Research in Business.

#### **UNIT II:**

Data Collections: Primary and Secondary Data. Process of Data Collection, Techniques of Sampling Preparation of Data Collection Tools. Interviewing Biasness and its Prevention.

#### **Unit III:**

Measurement and Scales, Distributions, Measurement of Central Tendency – Arithmetic and Geometric Mans. Median and Mode. Dispersion – Measurement of Variance and Standard Deviation. Variance of Sum, Difference and Product of Random Variables. Variance of Correlated Variables.

#### **Unit IV:**

Covariance and Correlation: Regression – Bi-variate Regression, Computation of Multi-variate Regression Using Computer Programmes and Interpretation of Results. Use of Regression Analysis of Time Series – Trends and Seasonal Components. Index Numbers

## **Suggested Readings**

Research for Marketing Decisions – Green and Tull

Marketing Research – Aakar, Day and Batra

Marketing Research – Beri

Research Methodology – Kothari

Statistics – C.B. Gupta

## **MBA (FM) 303: Training Report Evaluation and Viva-voce (60+40 Marks)**

### **Elective Papers:**

The Candidate has to opt three papers from the following elective papers.

### **MBA (FM)-304: Working Capital Management**

#### **Course objectives:**

To develop among students expertise to analysis the issues relating to working capital management in organizations and to formulate effective policies.

#### **Course Outline:**

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

Concept of Working Capital. Approaches of Working Capital. Liquidity Vs Profitability Trade – Off. Working Capital Polices. Operating Cycle. Weighted Average Duration of Operating Cycle. Estimating Working Capital Requirements – Various Techniques.

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

Inventory Management: Purpose of Holding Inventory. Cost of Holding Inventory. Cost Benefit Trade Off. Economic Order Quantity, Economic Lost Size, Reorder Point and Safety Stock. Inventory Management and Monitoring Techniques.

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

Receivable Management: Basic Issues in Receivable Management. Credit Standards. Evaluating Credit Worthiness. Terms of Credit. Evaluating Changes in Credit Policy. Techniques of Credit Monitoring.

**Unit IV:**

Management of Cash: Motives of Holding Cash. Cost Benefit Trade Off of Liquidity. Cash Management Models. Cash Planning and Budgeting. Management of Collection and Disbursement. Management of Marketable Securities Purpose of Holding Securities. Evaluating Different Types of Securities.

**Unit V:**

Financing Working Capital Requirement: Various Sources of Working Capital Financing. Trade Credit, Bank Financing – Recent Policies of Bank Financing. Market Based Financing. [Lease, Factoring, Commercial Papers etc.]

**Suggested Reading**

I.M Pandey: Financial Management

Prashana Chandra: Financial Management. TMH

Manju Agrawal: Working capital management. IIF

**MBA (FM)-305: Taxation Laws and Accounts****Course objectives:**

The course aims to provide students in-depth knowledge of laws and accounts relating to income tax and other taxes in India.

**Course Outline:****Unit I:**

Income Tax – The Concept of Income Heads of Income, Aggregation and Clubbing of Income, Computation of total Income and Tax Liability of Individuals Hindu Undivided Families and Firms, Relates of Tax.

**Unit II:**

Income Tax – Computation of total Income and Tax Liability of Companies and Co-Operative Societies.

**Unit III:**

Income Tax – Income Tax Authorities, Assessment Procedures Appeals Revision and Settlement, Deduction of Tax at Source and Advance Payment of Tax.

**Unit IV:**

Main Provisions of the Law Relating to Excise Duties and Custom Duties.

**Unit V:**

Provisions Related to State and Central Sales Tax.

**Suggested Reading**

Kanga and Palkiwal: Income Tax Law

Mehrotra H.C.: Income Tax Law

Prasad Bhagwati: Income Tax Law

Bare Acts: Income Tax Act 1961, Excise & Custom Duties Act, Central and State Tax.

Singhania V.K.: Direct Taxes, Income Tax Guide

Singhania V.K.: Indirect Tax Laws

**MBA (FM)- 306: Management Information System**

Course objectives: The course aims to provide the knowledge about MIS to the students.

**Course Outline:****Unit I:**

Introduction to Management Information System, Systems Approaches, Decision Making & Need for Information, MIS Organization within the Company.

**Unit II:**

Introduction to system analysis & design with respect to MIS, Evolution of An Information System, Decision Making Process & MIS, Decision Assisting Information System, Decision Support Systems and Expert Systems.

**Unit III:**

MIS Design – Defining Problem, Set System Objectives, Determine Information Needs & Sources, Development of Alternative Conceptual Designs & Conceptual Design Report.

**Unit IV:**

Structure of MIS, Development of MIS, MIS Reports, Making MIS Effective & Efficient, Limitations of MIS.

**Unit V:**

Computation to approach to Accounting and Finance (Tally)

**Suggested Reading**

Brein James, O.: Computers in Business Management: An introduction

Scot, George M.: Principles of MIS

Murdick, Robert G. etc.: information system for modern management

Bocchino William A: MIS tools and design

**MBA (FM)- 307: Management of Financial****institutionCourse objectives:**

The objectives of the course is to familiarize the students with concepts, tools and techniques which are useful to a manager in management of a band and other financial institution.

**Course Outline:****Unit I:**

Financial Institutions – Definition, Types and Role of Financial Institutions in Economic Development, Reserve Bank of India. Organisation, Management, Role and Functions, Credit Control.

**Unit II:**

Management of Commercial Banks: Objectives, Functions and Organizational Setup, Management of Deposits, Mobilization of Funds, Management of Cash Position and Liquidity, Management of Primary and Secondary Reserve. Management of Loan, Management of Capital Funds.



**Unit III:**

Development Banks: Role, Management, Organizational Setup and Operational Policies of IDBI, IFCI, ICICI, SFCS and SIDBI.

**Unit IV:**

Organizational Setup and Operational Policies of Life Insurance Corporation (LIC), Unit Trust of India (UTI), GIC and Mutual Funds and Private Insurance Companies.

**Unit V:**

Management of other Non-Banking Financial Institutions: Policies and Practices Regarding Mobilization and Management of Funds in NBFCs and Their Performance.

**Suggested Reading**

Robinson: Financial Institution

Srivastava R.M.: Management of Indian Financial institution

Bhole L.M.: Financial Markets and Institutions

Jacoles: Financial Institution

**Self Study Paper:****MBA (FM) 308: E-Commerce**

**Course Objective:** The aim is to help students develop insight on how electronic commerce affects the strategic intent and operations function of the firm, how electronic commerce can be used to create a strategic competitive advantage for an enterprise, and explain some of the best practices in Ecommerce that are currently available

**Course Outline:**

**Unit I: Introduction to e-Commerce:** e-Commerce Infrastructure, Business Models and e-Commerce Strategy

**Unit II: Supply Chain Management and e-Commerce**

**Unit III: Marketing Strategies and e-Commerce**

**Unit IV: Mobile Commerce and e-Commerce Security and Controls**

## **Unit V: Global, Social, Legal and Ethical Issues in e-Commerce**

### **Suggested Readings:**

Turban, E., King, D., McKay, J., Marshall, P., Lee, J., & Viehland, D. (2008). *Electronic commerce: A managerial perspective 2008* Pearson

## **MBA (FM) IVth Semester**

### **Core Papers:**

#### **MBA (FM)-401: Financial Markets and Services**

#### **Course objectives:**

The main objectives of the course is to equip students with skills required for handling the problems of financial markets and services.

#### **Course Outline:**

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

An Overview of Financial System: Structure and Significance of Financial Markets, Money Market in India, Constituents Regulations and Recent Developments.

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

Capital Market in India, Constituents Regulation and Recent Development, New Issue Market. SEBI Guidelines Relating to Primary Market.

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

Merchant Banking and Venture Capital – The Concept of Merchant Banking Services of Merchant Bankers, Merchant Banking in India – Rules and Regulations Management of Capital Issues. Fixed Deposits and Debenture Issues. Venture Capital – The Concept and Characteristics Growth of Venture Capital Services in India.

**Unit IV:**

Leasing: Concept, Types, Legal and Tax Aspects, Hire-Purchase, Lease Structuring.

**Unit V:**

Other Financial Services: Factoring – Concept and Characteristics, Types of Factoring, Factoring in India, Factoring and Bill Rediscounting, Credit Rating – Concept and Types, Function of Credit Rating Agencies. Credit Rating Agencies in India. Forfeiting –Meaning and Mechanism.

**Suggested Reading**

J.C. Verma – Merchant Banking

P. Chandra – Financial Management

J. Vanhorne – Financial Management and Policy

L.K. Bansal – Merchant Banking

**MBA (FM)-402: International Financial Management****Course objectives:**

The objective of the course is to give insight relating to financial management applications in the realm of international business with special reference to international financial markets, systems & problems of MNCs.

**Course Outline:****Unit I:**

Financial Management in Global Perspective: International Monetary System and Financial Market. The Foreign Exchange Market. Currency Derivatives. Financial Swaps. Determinants of Exchange Rates, Parity Theories and Their Relevance.

**Unit II:**

Exposure and Risk: Translation, Transaction and Operating Exposures: Their Measurement and Management.

**Unit III:**

International Capital Market: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

**Unit IV:**

Corporate Strategy and FDI, Designing a Global Expansion – International Project Appraisal, Cost of Capital and Capital Budgeting Techniques. Tax Considerations and Assessment of Political Risk. Foreign Direct Investment in India. International Portfolio Investment – Risk and Return on International Portfolio. Portfolio Investment in India.

**Unit V:**

Short Term Financial Management: Management of Cash, Inventory and Accounts Receivable in Global Context. Inter-Company Fund Flow Mechanism. Short Term Financing. Financing of International Trade.

**Suggested Reading**

Shapiro AC – Multinational Financial Management : PHI

Apte : International Financial Management: PHI

Seth, A.K.: International Financial Management.

Sharan, V.: International Financial Management.

**MBA (FM) 403: Project Report & Viva-Voce (60+40 Marks)****Elective Papers:**

The candidate has to opt three papers from the following elective papers.

**MBA (FM)- 404: Corporate Tax Planning****Course objectives:**

The course aims at basically, to sharpen, the skills of the students to enable them to organize planning of corporate taxes.

**Course Outline:****Unit I:**

Introduction: The Concept of Tax Planning, The Scope of Tax Planning, Tax Evasion, Tax Avoidance and Tax Planning, Tax Obligation of Management System of Accounting, Tax Audit, Statutory Obligation and Procedure.

**Unit II:**

Tax Planning Through Organization Set-Up – Comparative Tax Obligations of Different Forms of Business Organizations: Individuals, Partnership Firms and Companies.

**Unit III:**

Tax Planning for Managerial Decisions – Capital Structure, Dividend Policy, Depreciation Policy Inventory Policy, Make or Buy, Own or Lease, Set down or Continue, Foreign Collaborations.

**Unit IV:**

Tax Planning Through Incentives – Tax Provisions Relating to Free Trade Zones, Infrastructure Sector and Backward Areas, Tax Incentives for Exporters.

**Unit V:**

Tax Planning and Corporate Succession – Amalgamation, Mergers and Buy-Outs.

**Suggested Reading**

Srivastava, E.A. – Corporate Tax Planning

Agarwal J.D. & Agarwal, R.K. – Tax Planning for Industrial Units

Agarwal, R.K. – Tax Obligation under Income Tax Law

Prasad Bhagwati – Law and Practice of Income Tax in India

Singhania, U.K. – Students Guide to Income Tax

Shah D.D. – A Treaties on Tax Planning

Santhonam, R. – Tax Planning in respect of Capital Gains

## **MBA (FM)- 405: Security**

### **Course objectives:**

The objectives of the course is to provide knowledge regarding securities the risk associated with the functioning of stock market and its regulation.

### **Course Outline:**

#### **Unit I:**

Investment Scenario: Investment and Speculation Investment Objectives, Investment Opportunities, Securities – Types of Securities: Shares, Bonds, Government Securities and Derivatives.

#### **Unit II:**

Risk and Return: Measurement of Return, Risk: Sources of Risk, Types of Risk – Systematic and Unsystematic Risk, Measurement of Risk, Basic Valuation Models.

Efficient Market Hypothesis: Its Various Forms and Implications.

#### **Unit III:**

Fundamental Analysis – Economic, Industry and Company Analysis, Technical Analysis.

#### **Unit IV:**

Valuation of Equity Shares, Bond Valuation. Interest Rate Risk and Bond Value, Yield Curve, Duration of Bond. Default Risk

#### **Unit V:**

Market of Derivatives: Futures, Forwards, Options and Swaps. Types and Valuation. Hedging Strategies and Arbitration Opportunities in Derivative Market.

### **Suggested Reading**

W. Sharpe – investment: PHI

Fischer and Jordon: Security Analysis and Portfolio Management: PHI

S. Barua and J. Verma: Portfolio Management: TMH

A.V. Avadhani: Security Analysis and Portfolio Management: Himalaya

## **MBA (FM)- 406: Portfolio**

### **Course objectives:**

The objectives of this course is to expose the students to an in depth study of portfolio management.

### **Course Outline:**

#### **Unit I:**

Meaning of Portfolio Management – Diversification: Meaning, Types and Needs, Risk and Return on a Diversified Portfolio, Markowitz's Portfolio Theory, Market Model of Sharp.

#### **Unit II:**

Capital Asset Pricing Model. Its Implication and Validity. Anomalies in Stock Market. Arbitration Pricing Model and Factor Models.

#### **Unit III:**

Portfolio Selection and Management: Defining Portfolio Objectives and Constraints. Portfolio Investment Strategies – Active and Passive Portfolio Management. Selection of Securities for Portfolio. Portfolio Revision Techniques. Formula Plans.

#### **Unit IV:**

Portfolio Evaluation: Meaning of Portfolio Performance. Value At Risk (Var). Different Models of Portfolio Evaluation. Benchmarking and Portfolio Evaluation.

#### **Unit V:**

Mutual Funds: Meaning , Importance and Types of Mutual Funds. Regulatory Framework for Mutual Funds. Marketing of Mutual Funds.

### **Suggested Reading**

Sharpe et. al. – investments: PHI

Fisher and Jordan: Security Analysis and Management. PHI

Francis: investment Analysis and Management: PHI

## **MBA (FM)- 407: Project**

### **Course objectives:**

To provide adequate knowledge to the students for formulating and handling of project.

### **Course Outline:**

#### **Unit I:**

Project Management: Nature, Scope, Process, Elements, Significance and Emerging Issues. Identification of Investment Opportunities and their Feasibility. Market and Demand Analysis.

#### **Unit II:**

Technical Analysis: Choice of Technology, Analysis of Materials and Inputs, Plant Locations and Layout Pollution Control and Government Regulations.

#### **Unit III:**

Project Appraisal: Major Cost Components and Estimation of the Cost. Financial Projections. Project Appraisal Techniques under Certainty, Risk and Uncertainty. Social Cost Benefit Analysis. Project Appraisal in Practice Process followed by Financial Institutions in India.

#### **Unit IV:**

Project Financing: Estimation of Financial Requirements, Capital Structure and Source of Financing, Various Financing Schemes of Financial Institutions. Foreign Currency Financing.

#### **Unit V:**

Net Work Techniques for Project Management: PERT / CPM Techniques. Time-Cost Trade-off. Resource Leveling.

### **Suggested Reading**

Prasanna Chandra: Project: Preparation, Appraisal, Budgeting and Implementation.

P.K. Matto: Project Formulation in Developing Countries

Dass Gupta & Sen : Guideline for Project Evaluation

D.K. Jain : Project Planning and Appraisal in Planned Economy



## **Self Study Paper**

### **MBA (FM) 408: Entrepreneurship Development**

**Course objective:** The objective of the course is to provide adequate knowledge to the students for formulating and handling projects.

#### **Course Outline:**

**Unit I: Entrepreneurship:** Definition and Structure, Entrepreneurial Culture, Theories of Entrepreneurship, Classification and Types of Entrepreneurship. Factor Effecting Entrepreneurial Growth, Entrepreneurial Competencies, Women Entrepreneurship.

**Unit II: Entrepreneurial Development:** Entrepreneurial Environment, Process of Entrepreneurial Development, Entrepreneurial Development Programme, Role of Government and Specialized Institutions in Entrepreneurship Development.

**Unit III: Issues Related to Entrepreneurship in Uttarakhand.**

**Unit IV: Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc.

**Unit V: Project Financing:** Estimation of Financial Requirements, Capital Structure and Source of Financing, Various Financing Schemes of Financial Institutions. Foreign Currency Financing.

#### **Suggested Readings:**

Prasanna Chandra: Project Preparation, Appraisal and Implementation, 5th ed., Tata McGraw Hill, 2002

Holt: Entrepreneurship

S.S. Khanka: Entrepreneurial Development

Vasant Desai: Entrepreneurial Development

Madhurima Lall & Shikha Sahai: Entrepreneurship

Clifford Gray: Project Management, Richard D. Irwin, 2005