

COURSE STRUCTURE 2026-27

No. of credits

Ist Semester:

MBA(FM)-1.1	Management Concepts and Organisational Behaviour	3
MBA(FM)-1.2	Business Environment	3
MBA(FM)-1.3	Managerial Economics	3
MBA(FM)-1.4	Statistical Analysis	3
MBA(FM)-1.5	Financial and Cost Accounting	3
MBA(FM)-1.6	Marketing Management	4
MBA(FM)-1.7	Financial Management	4
	Total	23

II Semester

MBA(FM)-2.1	Accounting for Managerial Decisions	3
MBA(FM)-2.2	Computer Application in Business	3
MBA(FM)-2.3	Financial Institutions and Markets	3
MBA(FM)-2.4	Corporate Legal Framework	3
MBA(FM)-2.5	Investment Management	4
MBA(FM)-2.6	Security Market Operations	3
MBA(FM)-2.7	Research Methodology & Business Communication	3
	Total	22

III Semester

MBA(FM)-3.1	Operations Research	3
MBA(FM)-3.2	Financial Services Marketing	3
MBA(FM)-3.3	International Finance	4
MBA(FM)-3.4	Portfolio Management	3
MBA(FM)-3.5	E-Commerce	3
MBA(FM)-3.6	Corporate Tax Planning and Management	3
MBA(FM)-3.7	Training Report and Presentation	3
	Total	22

IV Semester

MBA(FM)-4.1	Strategic Management	3
MBA(FM)-4.2	Strategic Financial Management	3
MBA(FM)-4.3	Insurance Management	3
MBA(FM)-4.4	Management Information System	3
MBA(FM)-4.5	Multinational Financial Management	3
MBA(FM)-4.6	Derivatives and Risk Management	3
MBA(FM)-4.7	Project Report & Viva-Voce	5
	Total	23

Grand Total **90**

MBA(FM)-1.1 Management Concepts and Organisational Behaviour

Objective : The objective of this course is to help students understand the conceptual framework of management and organizational behaviour.

Unit-I Schools of Management Thought : Scientific process, human behaviour and social system school ; Decision theory school;; Quantitative and Systemschool ; Contingency theory of management ; functions of a manager.

Managerial Functions : Planning-concept, significance, types ; Organising- concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization ; staffing, Directing ; Coordinating; Control-nature process, and techniques elements.

Unit-II Organisational Behaviour : Organisational behaviour-concept and significance ; Relationship between management and organizational behaviour ; Emergence and ethical perspective ; Attitudes ; Perception ; Learning ; Personality, Transactional analysis.

Motivation : Process of motivation ; Theories of motivation- need hierarchy theory , theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Unit-III Group Dynamics and team Development : Group dynamics- definition and importance, types of groups, group formation, group development, group composition, group performance factors, Team development.

Leadership : Concept ; Leadership styles ; Theories- trait theory, behavioural theory, Fielder's contingency theory, Harsey and Blanchard's situational theory; Managerial grid ; Likert's four systems of leadership.

Unit-IV Interprsonal and Organisational Communication : Concept of two-way communication, Communication process; Barriers to effective communication; Types of organizational communication, Transactional analysis in communication.

Unit-V Organisational Conflict : Dynamics and management; Sources, patterns, levels and types of conflict ; Traditional and modern approaches to conflict ; Functional and dysfunctional organizational conflicts ; resolution of conflict.

Organisational Development : Concept ; Need for change, resistance to change, Theories of planned change; organizational diagnosis; OD intervention.

MBA(FM)-1.2 Business Environment

Objective: The Course develops ability to understand and scan business environment analysis opportunity and take decisions under uncertainty.

Unit-I Theoretical Framework of Business environment : Concept, significance and nature of business environment , Elements of environment ; Techniques of environmental scanning and monitoring, Global environment and its rationale merits and demerits.

Unit-II Economic Environment of Business : Significance and elements of economic environment ; Economic systems and business environment; Economic planning in India ; Government policies- Industrial policy, Fiscal policy, Monetary policy, Public sector and economic development.

Unit-III Political and Legal Environment of Business : Critical elements of political environment; Government and Business; Changing dimensions of legal environment in India.

Socio-cultural Environment : Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Indian business system; Social responsibility of business.

Unit-IV International and Technological Environment : Multinational corporations ; Foreign collaborations and Indian Business ; International economic institutions- WTO, World Bank, IMF and their importance to India, TRIPS, TRIMS, Anti-dumping, Dispute Settlement in WTO regime, WTO & its impact on Indian industry and agriculture.

Unit-V Economic Reforms : Need for economic reforms, main features of reforms, structural changes, Deregulation, privatization and globalization impact of reforms, Future trends of reforms. MNCs- definition, advantages, disadvantages, Control over MNCs.

MBA(FM)-1.3 Managerial Economics

Objective : This course develops managerial perspective to economic fundamentals as aids to decision making under given environment.

- Unit-I Nature and Scope of Managerial Economics :** Objective of a firm; Economics theory and managerial theory ; Managerial economist's role and responsibilities; The nature of firm objectives of the firm, maximizing versus satisfying constrained decision making. The concept of economic profit; Measurement and policies on profit maximization, M.E and decision making. Use of stochastic models in decision making.
- Unit-II Demand Analysis :** 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 functions, Demand estimation for major consumer and durable goods, Demand forecasting technique.
- Unit-III Production Theory :** Production function- production function with one and two variable inputs ; Cobb-Dingless 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.
- Unit-IV 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 and dumping ; Transfer pricing.
- Unit-V Business Cycles :** Nature and phases of a business cycle; Theories of business cycles- psychological.
Inflation : Definition, Characteristics and types. Inflation in terms of demand-pull and cost-push factors; Effects of inflation, Monetary fiscal policies to curb inflation. Economic environment in India since 1991. Need to reform the reforms.

MBA(FM)-1.4 Statistical Analysis

Objective : The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

Unit-I Data Source : Primary and Secondary, Primary data collection techniques- schedule, Questionnaire and interview.

Univariate Analysis : An overview of central tendency, dispersion and skewness.

Unit-II Correlation and Regression Analysis : Two-variable cases.

Index Numbers : Meaning and types : Weighted aggregate indices- Laspeyre's and Paasch's indices; Laspeyres and Paasch's indices compared; Indices of weighted average of (price-quantity) relatives; Test of adequacy, Special problems- shifting the base; splicing overlapping index series; Uses and problems.

Unit-III Probability Theory : Probability- classical, relative and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.

Probability Distributions : Binomial, Poisson and normal distributions; Their characteristics and applications.

Unit-IV Sampling : Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of large numbers and Central limit theorem; Sampling distributions and their characteristics.

Statistical Estimation and Testing : Point and interval estimation estimation of population mean, proportion and variance; Statistical testing- hypotheses and errors; sample size; Large and small sampling tests- Z tests, T-tests and F-tests.

Unit-V Non-parametric Tests- Chi-square tests; Sign tests; Wilcoxon Signed- rank tests; Wald-Wolfowitz tests; Kruskal-Wallis test.

Statistical Quality Control: Causes of variations in quality characteristics; Quality control-chart- purpose and logic; Constructing a control chart- computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes- fraction defectives and number of defects; Acceptance sampling.

MBA(FM)-1.5 Financial and Cost Accounting

Objective : The objective of this course is to enable students understand accounting concepts, tools and technique used for taking managerial decisions.

A. Financial Accounting :

Unit-I Introduction : Nature, scope and importance of financial accounting; Generally Accepted Accounting Principles; Accounting cycle and accounting equation ; GAAP and accounting standards- Indian and international.

Accounting Books : Journal, Ledger and Subsidiary Books.

Unit-II Final Accounts : Preparation of Trial Balance ; Profit and Loss account and balance Sheet ; bank Reconciliation Statement.

Unit-III Final accounts of companies : an overview. Profit & Loss A/C, balance sheet and Cash Flow Statement.

Final accounts of non-profit organizations.

B. Cost Accounting :

Unit-IV Cost Accounting : meaning, importance and scope of cost accounting; Elements of cost material, latter and overhead costs; Methods and types of costing, cost classification; Cost sheet.

Unit-V Cost Ascertainment : Job & Contract costing, process costing.

MBA(FM)-1.6 Marketing Management

Objective : The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications decision making under various environmental constraints.

Unit-I Introduction : Concept, nature, scope and importance of marketing ; marketing concepts and its evolution ; Marketing mix ; Strategic marketing planning.

Market Analysis and Selection : Marketing environment-impact on marketing decisions ; Marketing segmentation and positioning.

Unit-II Buyer Behaviour : Consumer versus organizational buyers, Consumer decision-making process.

Marketing Research : Meaning and scope of marketing research ; Marketing research process.

Unit-III Product Decisions : concept of product ; Classification of products ; Major product decisions ; Product line and product mix ; Branding ; packaging and labeling ; Product life cycle- strategic implications ; New product development and consumer adoption process.

Unit-IV Distribution Channels and Physical Distribution Decisions : Nature, functions and types of distribution channels; Channels management decisions.

Promotion decisions : Communication process, Promotion mix- advertising, personal selling ; sales promotion, publicity and public relations.

Unit-V Issues and Developments in Marketing : Marketing of Services; International marketing ; Green marketing ; Cyber marketing.

MBA(FM)-1.7 Financial Management

Objective : The objective of this course is to help students to understand the conceptual framework of financial management and its application under various environmental constraints.

Unit-I Financial Management : Meaning, nature and scope of finance ; financial goal- profit vs. wealth maximization ; Finance functions- investment, Financing and dividend decisions, Innovative Finance Functions.

Unit-II Capital Budgeting : Nature of investment decisions ; Investment evaluation criteria- net present value , internal rate of return, payback period, accounting rate of return ; Capital rationing ; Risk analysis in capital budgeting.

Cost of capital : Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earning ; Combined cost of capital (weighted).

Unit-III Operating and Financial Leverage : Measurement of leverages; Effects of operating and financial leverage on profit ; Analysis alternate Plans; Combined financial and operating leverage.

Capital Structure Theories : Traditional and M.M. hypotheses- Determining capital structure in practice.

Unit-IV Dividend Policies : Issues in dividend decisions, Walter's model ; Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; dividend policy in practice, forms of dividends, Stability in dividend policy ; Corporate dividend behaviour.

Management of Working capital : Meaning, significance and types of working capital ; calculating operating cycle period and estimation of working capital requirements ; Financing working capital ; Source of working capital ; Spontaneous source and negotiated source ; types of bank finance ; commercial paper. Other sources. Dimension of working capital management; Factoring service.

Unit-V Management of Cash, Receivables and Inventory.

References :

MBA(FM)-1.1 Management Concepts and Organisational Behaviour

1. Michael V.P. Organisational behaviour and managerial Effectiveness, S.Chand, New Delhi.
2. Griffin, Ricky W : Organisational Behaviour, Houghton Mifflin Co. Boston.
3. Hellreigel Don, John W. Stocum, Jr. and Richards W. Woodman : Organisational behaviour, South Western College Publishing Ohio.
4. Hersey, Poul, Kenneth H. Blanchard and dewey E. Jhonson : Management of Oraganisational behaviour ; Utilising Human resource, Prentice Hall, New Delhi.
5. Ivancevich John and Michaeol T. Matheson : Organisational Behaviour and Management , Business Publication inc. Texas.
6. Koontz, Harold, Cyril O'Donnell and Heinz Welhrich : Essentials of Management , Tata Mc Graw Hill, New Delhi.
7. Newstrom John W. and Keith Davis : Organisational Behaviour ; Human Behaviour at work, TMH, New Delhi.
8. Robbins Stephen P. and Mary Coulter : Management , Pearson Education, New Delhi.
9. Robins Stephen P. Organisational Behviour, Pearson Education, New Delhi.
10. Steers, Richards M and Stewrat Balck : Organisational Behaviour, Harper Collins, College Publishers NY.
11. Sukla, Madhukar, Understanding Organisations ; Organisation Theory and Practice in India, PH, New Delhi.
12. Thom Hill, Managing change, Pearson Education, New Delhi.
13. Hall, Oraganisation structure, Process and Outcomes,
14. Khanka : Oraganisational Behaviour, S.Chand, New Delhi.

MBA(FM)-1.2 Business Environment

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2. Ahluwalia, I.J. Indutrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K ; Indian Development Planning and Policy, Vikas Publication, New Delhi.
4. Aswathappa, K. Legal Environment of Business, Himalaya Publication, Delhi.
5. Chakravarty, S. Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanathan; Economic Environment of Business, Vikash Publ. New Delhi.
7. Govt. of India, Economic Survey various issues.
8. Raj Agrawal and Parag Diwan, Business Environment ; Excel Books, New Delhi.

9. Ramaswamy, V.S. and Nama Kumari ; Starategic planning for corporate success, Macmillan, New Delhi.
10. Sengupta, N.K. Government and Business in India, Vikas Publ. New Delhi.
11. Daniels, International Business Environment and Operations, Pearson Education, New Delhi.
12. Michael V.P. Business Policy & Environment- S.Chand, New Delhi.

MBA(FM)-1.3 Managerial Economics :

1. Baumol, William J : Economic Theory and Operations Analysis, PH, London.
2. Bays, Michael R. managerial Economics and Business Startegy, Mc Graw Hill, New York.
3. Chopra, G.P. Managerial Economics, Tata Mc Graw Hill, Delhi.
4. Dean Joel, Managerial Economics, Prentice hall, Delhi.
5. Dholakia R.H. and A.L.Oza; Micro Economics for management students, Oxford University Press, New Delhi.
6. Eaton, B. Curtis and Diane Faton ; Micro Economics, PH, Delhi.
7. Gough J. and S. Hills ; Fundamentals of Management Economics, MacMillan, London.
8. Haynes, W.W.V.L. Mole and S. paul ; Managerial Economics, PH, Delhi.
9. Petersen H. Craig and W.Cris Lewis; managerial Economics, PH, Delhi.
10. Salvatore Dominick; managerial Economics in a Global Economy, Mac Graw Hill, New York.
11. Varian H.R. International Microeconomics : A modern approach, East West Press, New Delhi.
12. Dwivedy D.N ; Managerial Economics, Vikas Publishing House, New Delhi.
13. Vershney RL and Maheswari KL ; Managerial Economics ; Sultan Chand and Sons, New Delhi.
14. Adhikary M. Business Economics, Excel Books, New Delhi.
15. Peterson ; Managerial Economics, Pearson Education, New Delhi.
16. Cauvery ; Mangerial Economics, S. Chand, New Delhi.
17. Keat; Managerial Economics, Pearson Education, New Delhi.

MBA(FM)-1.4 Statistical Analysis :

1. Hooda, R.P. Statistics for Business and Economics, Macmillan, New Delhi.
2. Heintz Kohler ; Statistics for Business and Economics, Harper Collins, New Delhi.
3. Hien, L.W ; Quantitative Approach to Managerial Decisions, PH New Jersey

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5. Levin, Richards I. And David S Rubin ; Statistics of Management, Pearson Education, New Delhi.
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MBA(FM)-1.5 Financial and Cost Accounting :

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2. Jawahar lal ; Cost accounting, Tata Mcgraw Hill,
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4. Banerjee Bhabatosh ; Cost Accounting
5. Tulsian ; Financial Accounting, Pearson Education, New Delhi.
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10. Needles Jr. B.E. H.R. Anderson and J.C. Caldwell ; Financial and Managerial Accounting, Houghton Mifflin Co., Boston.
11. Warren, C.S. and P.E. Fess ; Principles of Financial and Managerial Accounting, South-Western, Ohio.

MBA(FM)-1.6 Marketing Management :

1. Kotler, Philip and Gary Armstrong, Principles of Marketing , Pearson Education, New Delhi.
2. Majumdar Ramanuj ; Product management in India, Prentice Hall, New Delhi
3. Starton, William, Fundamental of Marketing ; Tata Mc Graw Hill publication, New Delhi.
4. Ramaswamy, Namkumari ; Marketing management, Macmillan, Calcutta.
5. Kotler Phillips ; Marketing management- Analysis, Planning Implementation and Control, Ph. New Delhi.
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7. Kapoor; Marketing & Sales Management- S. Chand, New Delhi.

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9. Srinivas R : Case studies in marketing, The Indian context, PH, New Delhi.
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12. Financial Times : Mastering marketing , Person education, New Delhi.

MBA(FM)-1.7 Financial Management :

1. Bhattacharya, Hrishikas ; Working Capital Management; Strategies and techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myres ; Corporate Finance, Mc Graw Hill, Int. Ed. New York.
3. Chandra, Prasanna ; Financial Management, Tata Mc Graw Hill, Delhi.
4. Hampton, John ; Financial Decision making, Ph. Delhi.
5. Pandey I.M. Financial management, Vikas Publishing House, Delhi.
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9. Khan MY, Jain PK ; Financial Management ; Tata Mc Graw Hill, New Delhi.
10. Archer, Stephen H., Choate G. Marc, Racettle, George ; Financial Management; John Wiley, NY.
11. Block, Stanley b. Geoffrey A. Hill ; Foundations of Financial Management , Richard D. Irwin, Homewood, Illionis.
12. Gitman, Principles of Managerial Finance, Person, New Delhi.

II-SEMESTER

MBA(FM) 2.1 ACCOUNTING FOR MANAGERIAL DECISIONS

Objective

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Course Inputs

UNIT-I Introduction to Accounting: Management accounting as an area of accounting; objectives, nature and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; Management accountant's position, role and responsibilities

Accounting Plan and Responsibility Centres: meaning and significance of responsibility accounting; Responsibility centers – cost center, profit center and investment center; objective and determinants of responsibility centers

UNIT II Managerial Costing and Break-even Analysis: Concept of managerial cost; Marginal costing and absorption costing; cost-volume-profit analysis; Break-even analysis; Decisions regarding sales-mix; make or buy decisions and discontinuation of a product line etc.

UNIT III Budgeting: Definition of budget; Essential of budgeting; Types of Budgets; functional, master etc. Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

UNIT IV Standard Costing and Variance Analysis: standard costing as a control technique; setting of standards and their revision; Variance analysis –meaning and importance, kinds of variance and their uses – materials labour and overhead variance; Disposal of variances.

UNIT V Contemporary Issues: Horizontal, vertical and ratio analysis; cash flow analysis.

Reporting to Management: Objectives of reporting; reporting needs at different management levels; Types of reports, models of reporting, reporting at different levels of management.

MBA(FM) 2.2 COMPUTER APPLICATION IN BUSINESS

Objective

The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant software in managerial decision making.

UNIT-I Computer Hardware & Software: Computers system as information processing system, computer system, different types of computer systems, hardware options-CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications, Memory, Software, Different types software, Programming Languages.

UNIT II Modern Information Technology: Basic idea of Local Area Networks(LAN) and Wide Area Network(WAN), E-mail, Internet technologies, access services concept of a world wide web and internet browsing, Multi media.

UNIT III Introduction to Operating System: DOS, Windows-Windows explorer; Print manager, Control Panel; Paintbrush, Calculator, Desktop, My computer, Settings, Find, Run, UNIX, Word-processing; Introduction and working with MS-WORD in Ms-Office, Word basic commands, Formatting-text and documents, Sorting and Tables, Working with graphics, Introduction to Mail-merge.

UNIT-IV Spread Sheets: Working with EXCEL – formatting functions, chart features, working with graphics in Excel, Using worksheets and database in accounting, marketing, finance and personal areas.

Presenting with Power-Point: Power-point basics, creating presentations the easy way, working with graphics in power-point, show time, effects and animation effects.

UNIT V Introduction to Accounting Packages: Preparations of vouchers, invoice and salary statements, Maintenance of inventory records, Maintenance of accounting books and final accounts, financial reports generation, Practice knowledge on Tally.

MBA(FM) 2.3 FINANCIAL INSTITUTIONS AND MARKETS

Objective

This course aims at providing students with an understanding of the structure, organization and working of financial markets and institutions in India

Course Inputs

UNIT I Introduction : nature and role of financial systems; Financial systems and financial markets; Financial Systems and economic development; Indian financial system – an overview.

Financial Markets : Money and capital markets; constituents, functions; and instruments; Recent trends in Indian money market; Capital market-primary and secondary markets; Deposit system; Government securities markets; Role of SEBI – an overview; Recent developments.

UNIT II Reserve Bank of India: Organisation, management and functions.

Commercial Banks: Functions, management and investment policies of Commercial Banks; Recent developments in commercial banking.

UNIT III Development Banks: Concept; objective and functions of Developing Banks; Operation and promotional activities of development banks.

Insurance Sector: Objective; role; investment practices, Insurance Regulatory and Development Authority-role and functions.

UNIT IV Unit-trust of India: Objectives, functions and various schemes; Role of UTI in industrial finance.

Non-Banking Financial Institution: Concept and role of non-banking financial institutions; Sources of finance; Functions; investment policies of non-banking financial institutions in India.

Mutual Funds: Concept, performance appraisal and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds; schemes; latest mutual fund schemes in India-an overview.

UNIT V merchant Banking: Concept, function and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.

Foreign Investments: Types, trends and implications; Regulatory framework for foreign investments in India.

MBA(FM) 2.4 CORPORATE LEGAL FRAMEWORK

Objective

The objective of this course is to familiarize students with the relevant provisions of various laws influencing business

Course Input

- UNIT I** Indian Contract Act
Negotiable Instruments Act
Indian Stamp Act-1899
Industrial Disputes Act/Arbitration & Conciliation Act-1996
- UNIT II** Indian Competition Act-2002
Consumer Protection Act –2003
- UNIT III** Workmen Compensation Act-1923
Industrial Compensation Repeal Act – 2003
- UNIT IV** FEMA-1999
Exim policies-2002
Patent Act
Trademark Act
Copy Right Act
- UNIT V** Securities and Exchange Board of India (Amendment) Act-2002
Indian Companies (Amendment) Act-2002
IT Act-2000

MBA(FM) 2.5 INVESTMENT MANAGEMENT

Objective

This course exposed the students to the various concepts of investment management and provides an in-depth study of various issues there under.

Course Inputs

- UNIT I Investment:** Nature and scope of investment analysis; Elements of investment – return, risk and time elements; Objectives of investment; Security return and analysis; Measurement of return and risk; Approaches to investment analysis.
Types of Investment: Financial investment –securities and derivatives; deposits, tax-sheltered investments; Non-financial investment; Non financial investment-real estate, gold and other types and their characteristics; Sources of financial information.
- UNIT II Fundamental Analysis:** Economic Analysis, industry analysis and company analysis.
- UNIT III Technical Analysis:** Various prices and volume indicators, indices and moving average, interpretation various types of trends and indices.
Efficient Market Hypothesis: Weak semi-strong and strong Market; Testing of different forms of market efficiency and their significance.
- UNIT IV Valuation of Fixed Income Securities:** Bonds, debentures, preference shares, and convertible securities.
Valuation of Variable Income Securities: Equity shares.
- UNIT V Investment by Individuals:** Investment policies of individuals; Tax saving schemes in India.

MBA(FM) 2.6 SECURITY MARKET OPERATIONS

Objective

This course aims at equipping students with the practical knowledge about the functioning of Primary Markets and stock exchanges.

Course Inputs

UNIT I Security Markets – Legal Environment: SEBI Act, 1992, Securities contract regulation Act 1956, Companies Act 1956 (Various provisions relating to securities)

Security Markets: Primary and secondary market; methods of selling securities in primary market; New Financial Instruments.

UNIT II New issues: SEBI guidelines for public issues; Underwriting of issues; Allotment of shares; Procedures for new issues.

Secondary Market: Role, Importance; Organization of stock exchanges; Listing of securities in stock exchange; Trading mechanism-screen best trading; Insider Trading; Internet based trading.

UNIT III Depository: Role and need; The Depositories Act, 1996; SEBI (Depository and participants regulation) 1996; SEBI (Custodian of securities) Regulation 1996; National securities depository Ltd (NSDI).

NSC and OTCEL: National stock exchange and over the counter exchange – role, organization and management; Nature of transaction-cash and forward.

UNIT IV Derivative of Trading: Future of options-concept, meaning and importance, Methods of trading.

UNIT V Credit Rating: Meaning and necessity; Credit rating agencies; Methodology of credit rating.

Share Price Indices: Need and importance; Compiling of index numbers and interpretations.

MBA(FM) 2.7 RESEARCH METHODOLOGY AND BUSINESS COMMUNICATION

Objective

This course aims at familiarizing the students with the process and techniques of scientific research and its relevance in the management decision making. Another objective of this course is to help the students to acquire a broad view of communication skills.

- UNIT I Research:** Meaning and objective; Types of Research, Role of Scientific Research in functional areas; Finance Marketing; HRD and production.
Research Methodology: Research Process and Defining Research Problems.
- UNIT II Research Design:** Sample Design, Methods and Techniques of Data Collection, Data Processing; Analysis and Interpretation of Data, Use of Statistical Techniques in Analysis of Interpretations.
- UNIT III** Proposal for a report, Report writing, Categories of Report, Parts of Report, Presentation of a report, Summer Placement Report.
- UNIT IV** Communication; Process of communication, Barriers of communication, Oral Communication skills, Summer Communication skills.
- UNIT V Business Skills:** Technical skills, Human skills, Conceptual skills, Strategic Skills, Personal Communication Skills.

REFERENCES :

MBA(FM) 2.1 ACCOUNTING FOR MANAGERIAL DECISIONS

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10. Lall, B.M., and I.C. Jain, Cost Accounting: Principles and Practices, PH, Delhi.
11. Pandey, I.M.: Management Accounting, Vani Publication, Delhi.
12. Welsch Glenn A., Ronald W. Hilton and Poul N. Gordon: Budgeting Profit Planning and Control, PH Delhi.

MBA(FM) 2.2 COMPUTER APPLICATION IN BUSINESS

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2. Diennes, Sheila S: Microsoft Office, Professional for Windows 95, Instance reference, BPB Publication, Delhi.
3. Mansfield, Ron: The Compact guide to Microsoft office, BPB Publication, Delhi.
4. Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.
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7. Parameswaran: Computer Application in Business – S.Chand, new Delhi.

MBA(FM) 2.3 FINANCIAL INSTITUTIONS AND MARKETS

1. Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi.
2. Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. Ghosh, D.: Banking Policy in India, Allied Publications, Delhi.
4. Giddy, I.H.: Global Finance Markets, A.I.T.B.S, Delhi.
5. Khan, M.Y.: Indian Financial System, Tata McGraw Hill, Delhi.
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11. Fabozzi: Foundations of Financial Markets and Institutions, Pearson Education, New Delhi.

MBA(FM) 2.4 CORPORATE LEGAL FRAMEWORK

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4. Securities (Contract and Regulation) Act, 1956.
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12. Ramaiya A: Guide to Companies Act; Wadhwa Publishing Nagpur, Gogna PPS; Text Book of Business & Companies Law-S. Chand, New Delhi.

MBA(FM) 2.5 INVESTMENT MANAGEMENT

1. Bhalla V.K.: Investment Management Security- Analysis, S.Chand, New Delhi.
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8. French Don: Security and Portfolio Analysis, Merni Publishing Co.
9. Kevin S: Portfolio Management, Prentice Hall, New Delhi.
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MBA(FM) 2.6 SECURITY MARKET OPERATIONS

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2. Dalton, John M. :Hoe the Stock Market Works, Prentice Hall, New Delhi.
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4. Marchi Raju, H.R.: Merchant Banking;Wiley Eastern Ltd: New D< ECURITIES CONTRACT REGULATION CT< elhi.
5. Marchi Raju, H.R.: Working of Stock Exchanges in India, Wiley Eastern Ltd, New Delhi.Web site of bseindia.com.nse-india.com
6. Chandratre KR: Capital Issue, SEBI & Listing; Bharat Publishing House, New Delhi.
7. Donald E. Fisher, Ronald J.Jordan : Security Analysis of Portfolio Management; Prentice Hall, New Delhi.
8. Raghunathana V: Stock Exchanges and Investments ; Tata McGraw Hill, New Delhi.
9. Raghunathana: Investment Analysis and portfolio Management, pearson Education, New Delhi.

MBA(FM) 2.7 RESEARCH METHODOLOGY AND BUSINESS COMMUNICATION

1. Wilkinson & Bhandarkar : methodology and Techniques of Research (Himalaya)
2. Kothary, C.R.:Research Methodology, Methods & Technique (Wiley Eastern)
3. Bajpai S.R.: methods of Social Survey and Research (Kitab Mahal, Kanpur)
4. Hansraj: Theory & practice in Social Research.
5. Cauvery R: Research Methodology, S.Chand, New Delhi.

III- SEMESTER

MBA(FM) 3.1 OPERATION RESEARCH

Objective

This course aims at developing an understanding of the applications of operation research techniques to business and industry

Course Inputs

UNIT I Operation Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models and scope; Decision theory; Decision process; Decision making under the uncertainty and risk; Sensitivity analysis and decision trees.

UNIT II Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.

UNIT III Introduction to Other Types of Programming: Goal Programming, Integer Programming, Dynamic programming, Non-linear programming (introductory only)
Waiting Line Models: Waiters and services; mathematical distribution of queues, Basic models of queuing theory and applications, Single channel models.

UNIT IV Inventory Control: Deterministic models and probabilistic models.

Game Theory: Zero sum Game; Pure and mix strategies; Criteria of sharing strategies.

UNIT V Simulation: Application of simulation techniques, Monte Carlo approach.

Net-work Analysis: Introduction to PERT and CPM Application areas PERT and CPM Time Cost Trade off analysis, Shortest route problem.

MBA(FM) 3.2 FINANCIAL SERVICES MARKETING

Objective

The course acquaints students with the concept and tools and techniques of marketing financial services

Course Inputs

UNIT I Financial Services: Role, Concepts, Nature and characteristics; Financial services marketing versus goods marketing; services marketing mix; strategic financial services marketing planning.

Marketing Environment: Analysing financial services marketing environment.

UNIT II Market Segmentation and Positioning: Segmenting Financial Services markets-need and bases; Market selection; Positioning of financial services.

Marketing mix strategy development and Product Planning: Concept of financial product; Product levels; Major product decisions-branding and product mix decisions, product like cyclic and new product development; innovation, diffusion and adoption.

UNIT III Planning, Promotion and Distribution Decisions: Price determination-factors, process and strategies; promotion of financial products-communication process, promotion mix planning-advertising, personal selling, public relations and sales promotion; Distribution strategies and channel alternatives.

UNIT IV Planning for other Ps: Process-planning-Matching of demand and supply; People-Employees and Customers; their role and management; Managing physical evidences.

Customer Relationship Management

UNIT V Services Marketing Applications: Marketing, strategies of some special fund and non-fund based financial services, Consumer Finance, Insurance, Mutual Funds, Credit cards, Bank marketing and Stock Trading.

MBA(FM) 3.3 INTERNATIONAL FINANCE

Objective

This course helps students understand the conceptual framework of International Finance and use thereof in making financial decisions.

Course Input

UNIT I International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards; European monetary system-meaning and scope.

Balance of payment and International Linkages: Balance of payments and its components; International flow of Goods, Services and Capital.

UNIT II Foreign Exchange Markets: Determining exchange rates; fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; foreign exchange market spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates-spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency possession; Information and Communication, Foreign exchange trades.

UNIT III foreign exchange Risk: Transaction exposure; Transaction exposure and economic exposure; Management of exposure – international technique, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques.

Management of Risk in Foreign Exchange Markets: Forex derivatives, swaps, Future and Option and Forward contracts

- UNIT IV International Capital and Money Market and Instruments:** Salient features of different international markets, GDRs, ADRs, IDRs (Eurobonds, Euro loans, CPs, Floating rate Instruments, Loan syndication and Euro deposits.
- UNIT V Multilateral Financial Institutions:** Role of IMF, IBRD and other development banks International investors and foreign investment institutions.
Current Developments: International indebtedness; Capital Account Convertibility-pros and cons, Innovations in international financial instruments.

MBA(FM) 3.4 PORTFOLIO MANAGEMENT

Objective

The objective of this course is to enable students learn various methods of building portfolios, evaluation and revision under various economic environment constraints

Course Inputs

- UNIT I Portfolio Management:** Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation
- UNIT II portfolio Analysis:** Estimating rate of return and standard deviation of portfolio returns; Effects of combining securities, Markowitz risk return optimization.
Single index Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimization solution.
- UNIT III Capital Market Theory:** Capital market line; Security market line; Risk free lending and borrowing; Recent developments.
Factor Models: Arbitrage pricing theory, principles of arbitrage portfolio; Two factor and multi factor models.
- UNIT IV Portfolio Construction: Techniques of portfolio construction**
Portfolio Performance Evaluation: measure of return risk adjusted measure of performance evaluation, market timing, evaluation criteria and procedures
- UNIT V Market Efficiency:** Concept, importance and status of Indian Capital market.

MBA(FM) 3.5 E-COMMERCE

Objective

The objective of this course is to enable students gain knowledge about E-commerce and its various components.

Course Inputs

- UNIT I Introduction to E-commerce:** Meaning and concept; Electronic commerce versus traditional commerce; Media convergence and e-business; Channels of e-commerce; Business applications of e-commerce; Need for e-commerce; e-commerce as an electronic trading system-special features.
- UNIT II Business Models of E-commerce and Infrastructures:** E-commerce models; Supply chain management, Product and service digitization, remote servicing pronouncement; Online marketing and advertising; E-commerce resources and infrastructures; resources 3s and planning for infrastructure.

- UNIT III Business to Consumer E-Commerce:** Cataloguing order planning and order generation, cost estimation and pricing; order receipt and accounting order selection and prioritization; order scheduling; order fulfilling and delivery; order billing and payment management; post sales services.
- Business to Business E-Commerce:** Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, features of EDI service arrangement.
- UNIT IV Securities Issues in E-commerce:** Security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk management approach, e-commerce security and a rational security policy for e-commerce, Corporate Digital Library; I.T Act 2000.
- Regulatory and Legal Framework of E-commerce:** Cyber law as aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.
- UNIT V Electronic Payment Systems:** Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency services; e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational credit and legal risks of e-payment systems; Components of an effective electronic payment system.

MBA(FM)3.6 CORPORATE TAX PLANNING AND MANAGEMENT

Objective

To provide a conceptual idea about the various provisions of the Income Tax Act, related to the Corporate Sector and study the implications of these provisions on the tax planning of the companies.

Course Inputs

- UNIT I Concept of tax Planning:** Tax planning for different organizations; Concept of capital, revenue receipt and expenditure; Concept of income, computation of income for corporate form of organizations; deductions and exemptions, carry forward and set off losses MAT, Corporate Taxation Policy and Dividend Tax.
- UNIT II Business Expenditure and Tax Planning;** Depreciation and tax planning; Capital Gains and tax planning.
- UNIT III Tax Planning for New Industries:** On the basis of location and nature of business, Tax planning for Amalgamation and Merger.
- UNIT IV Tax Planning for Foreign Companies;** Foreign collaborations, Foreign Technician, Tax planning for Royalties and Technical Consultancy, Tax planning for Holding Companies and Subsidiary Company.
- UNIT V Administration:** Income Tax Authorities, Assessment procedures, Tax Payment, interest, penalties, Search and Seizure, Appeals and Remission, TDS, PAN, Advance payment of Tax.

MBA(FM) 3.7 TRAINING REPORT AND PRESENTATION

Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar; at the beginning of the third semester for evaluation, each carrying 50 marks.

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MBA(FM) 3.1 OPERATION RESEARCH

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2. Sharma J.K.: Operations Research-Theory and Applications, Macmillan India Ltd., New Delhi
3. Agrawal, J.D. and Sagarika Ghosh. Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
4. Billy, E.Gillett: Introduction to Operations Research-A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing House Ltd, New Delhi.
5. Lucey, T: Quantitative Techniques, D.P.Publications, London.
6. Sharma, K.R: Quantitative Techniques and operations Research-Kalyani Publication, Ludhiana.
7. Taha, Hamdy A: Operations Research-An Introduction, Prentice Hall, Delhi.
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MBA(FM) 3.2 FINANCIAL SERVICES MARKETING

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2. Avadhani, V.A: Investment and securities market in India, Himalaya Publishing House; Bombay.
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4. Khan, M.Y.: Indian Financial System-Theory and Practice; Vikas Publishing House, New Delhi.

5. Mishkin, Frederic's S: The Economics of Money Banking and Financial Markets; Harper Collins Publisher; New York
6. Payne, Adrian: The Essence of Services Marketing, Prentice Hall, New Delhi.
7. Radabaugh and Pittsburgh: Marketing of banking services, Prentice Hall, New Jersey.
8. Sankar Ravi: Services Marketing: The Indian Experience, South Asia Publications, New Delhi.
9. Zeithami, V.A, and M.J. Bitner: Service Marketing McGraw Hill, Boston.
10. Shiva Ramu, S: Global Financial Services Industry; South Asia Publications, New Delhi.
11. Verma JC; Lease Financing (concept, Law and procedure); Bharat Law House, New Delhi.
12. Balajee: Services Marketing Management – S.Chand, New Delhi.

MBA(FM) 3.3 INTERNATIONAL FINANCE

1. Apte, P.G; International Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
3. Eitman, D.K. and A.I. Stenehill: Multinational Business Cash Finance, Pearson Education, New Delhi
4. Henning C.N., W. Piggot and W.H. Scott: International Financial Management, McGraw Hill, International Edition
5. Levi, Maurice D: International Finance, McGraw Hill, International Edition
6. Rodriquez R.M. and E.E. Carter: International Financial Management, Prentice Hall, International Edition
7. Shapiro Alan C: Multinational Financial management, Prentice Hall, New Delhi
8. Yadav Surendra S., P.K. Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi
9. Zeff D. and J. Zwick: International Financial Management, Prentice Hall, International Edition
10. O'Connor D.J. Bueso AT: International Dimensions of Financial Management, Macmillan, New Delhi
11. Pilbeam Keith: International Finance; Macmillan Press, Hongkong
12. Melvin "International money and Finance" Pearson, New Delhi

MBA(FM) 3.4 PORTFOLIO MANAGEMENT

1. Barua. Raghunathan and Verma: Portfolio Management, Tata McGraw Hill, Delhi.
2. Clark, James Francis : Investment Management McGraw Hill, International Edition, New York.

3. Fabozz Frank J: investment Management, Prentice Hall, International Edition, New York.
4. Fisher,D.E.and Jordan R.J: Security Analysis and Portfolio Management, Prentice Hall, Delhi.
5. Sharpe William F; Gordon J.Alexander and J.V.Bailly: Investments, Prentice Hall, Delhi.
6. Strong Robert: Portfolio Construction; management and protection, West Publishing Co.
7. Sharpe William F: Portfolio Theory and Capital Markets, McGraw Hill, New York.
8. Elton Edwin J, Gumber Martin; Modern Portfolio Theory and Investment Analysis, John Wiley, New york.
9. Bhalla V.K- Investment Management, Portfolio Analysis-S.Chand, New Delhi.

MBA(FM) 3.5 E-COMMERCE

1. Agrawala K.N and Deeksha Agrawala: Business on thenet:what's how's of E-commerce; MacMillan, New Delhi.
2. Janal D.S.: On-line Marketing Hand Book, Van Mostrannd Reinhold, New York.
3. Agrawala K.N. and Deeksha Agrawala: Business on the Net: Bridge to the on line storefront: Macmillan, New Delhi.
4. Cady, Glcc Harrab and Mogregor Pat: Mastering the internet, BPB Publication, New Delhi.
5. Diwan Prag and Sunil Sharma: Electronic Commerce-A Manager's Guide to E-Business, Vanity Books international Delhi.
6. Janal D.S.: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
7. Kosivr David: Understanding Electronics Commerce, Microsoft Press, Washington.
8. Minoili and Minol; Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
9. Soheider Gray P: Electronic Commerce, Course Technology, Delhi.
10. Young Margaret Levine: The complete Reference to Internet, Tata McGraw Hill, New Delhi.
11. O'Brien J: Management Information Systems,Tata McGraw Hill, New Delhi.
12. Deewan Bhusan: E-commerce-S.Chand, New Delhi.
13. Parag Diwan and Sunil Sharma: E-commerce-A managers to guide to E-Business, Excel Books, New Delhi
14. Bhusan Deewan: E-commerce, Sultan Chand, New Delhi.

MBA(FM)3.6 CORPORATE TAX PLANNING AND MANAGEMENT

1. R.N.Lakhotia and Subash Lakhotia: Tax Planning for non-resident Indians; Vision books (P) Ltd).
2. R.N.Lakhotia; Corporate Tax Planning, Vision books (P) Ltd)
3. Singhani, V.K. D Direct Taxes: Law and Practice, Taxman's Publication, Delhi.
4. Bhagabati Prasad, Direct Tax laws & practices.

IV SEMESTER

MBA(FM) 4.1 STRATEGIC MANAGEMENT

Objective

The objective of this course is to enhance decision making of students in situation of uncertainty in a dynamic business environment.

Course Inputs

UNIT I Concept of Strategy: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; strategic business unit (SBU); Functional level strategies.

Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; strategic advantage analysis and diagnosis; SWOT analysis.

UNIT II Strategy Formulation and Choice of Alternatives: Strategies- stability growth, modernization, diversification, integration; Merger, take-over and joint strategies, Turnaround, divestment and liquidation strategies, Process of strategic choice-industry, competition and SWOT analysis, Factors affecting strategic choice, Generic competitive strategies-cost leadership, differentiation focus, value chain analysis, bench marketing, service blue printing.

UNIT III Functional Strategies; Marketing production, Operations and R & D plans policies.

Functional Strategies: Personnel and financial plans and policies.

UNIT IV Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource allocation.

Strategy and Structure: Structural considerations, structures for strategies; Organizational design and change.

UNIT V Strategy Evaluation: Overview of strategy evaluation; Strategic control; Techniques of strategic evaluation and control, Problem in management and evaluation

Global Issues in Strategic Management.

MBA(FM) 4.2 STRATEGIC FINANCIAL MANAGEMENT

Objective

The objective of this course is to acquaint students with the advanced concepts of financial management and the application of the same in developing financial strategies for the organization.

Course Inputs

UNIT I Financial Policy and Strategic Planning; Changing Face of Financial Management, Components of financial strategy; Objectives and goals; Strategic planning process.

Investment Decisions Under Risk and Uncertainty: Techniques of investment decision-risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis, corporate strategy and high technology investments; Project Evaluation and Corporate Goal.

UNIT II Expansion and Financial Restructuring: Mergers and Amalgamators-Corporate restructuring, types of corporate

restructuring-Expansion strategy, Divestment strategy, reasons for merger, benefits and cost of merger, Determination of swap ratios; Evaluation of merger proposals.

UNIT III Leasing: Meaning, importance, types, tax, Evaluation of lease from the point of view and lessee; Lessee Versus buy decision.

Venture Capital: Concept and developments in India; process and methods of financing, fiscal incentives.

UNIT IV Financing Strategy: Hybrid securities namely convertible and non-convertible securities, deep discount bonds, secured premium notes, convertible preference shares; option financing warrants, convertible and exchangeable.

Corporate Strategy, Financial policy and Shareholder value creation: Linkage between corporate strategy and financial strategy; implication of capital budgeting, capital structure and dividend policy on corporate strategy, shareholders value-creation.

UNIT V Managing Financial Risk with Derivatives: Types of Corporate Risk, Derivatives securities; Hedging risk; Future contracts; Forward contracts; Options swaps; Insurance, Risk Mgt tools and Practices, Corporate Governance and Ethical Business Strategy.

MBA(FM) 4.3 INSURANCE MANAGEMENT

UNIT I concepts & Features of Insurance, Types of Insurance, Essential of a valid contract, Fundamental principles of Insurance, Socio-economics significance of recent development in insurance sector, Role of IRDA.

UNIT II Fire Insurance: Fundamental principles; procedure, premium, assignment, types of fire insurance

Marine Insurance: Concepts; contract; procedure, fundamental principles, form and types of policies.

Life Insurance: Fundamental principles procedure for taking a policy, kinds of policies, Mortality table, Factors entering into calculation of premium (problems)

UNIT III Re-Insurance: General Features, Common terms, fiction, features, and classification, Methods of re-insurance, Proportional non-proportional Treaty wordings

UNIT IV Insurance Claim: Claim settlement procedure, Claim for loss of stock, claim for loss of profit, conditions included loss of profit policies (problems)

Life Insurance: Settlement of claims, calculation of benefit payable on maturity claims, death claims, adjustment for loans, unpaid premiums and interest, paid up value, surrender value (problem) foreclosure and alterations.

UNIT V Risk and Investment Management: Concept, types of risks, management and control of risks, techniques of risk management, Investment, Investment: Investment principles, types and legal and social aspects of investment policies of insurance companies.

MBA(FM) 4.4 MANAGEMENT INFORMATION SYSTEM

Objective

The objective of this course is to develop an understanding of the structure and role of management information system in business.

Course Inputs

- UNIT I Introduction:** Concept, evolution and meaning of MIS, Goals of MIS, Information system for competitive advantage, systems approach to problem solving; challenges in the development of MIS function in an organization.
- UNIT II Information and Managerial Effectiveness:** Information as a corporate resource, pervasiveness of information, types of information-Operational tactical and strategic; levels of management and information needs of management; process of generation of information, Quality of information; information systems for finance; marketing, manufacturing, research and development and human resource areas.
- UNIT III Information System:** Information systems and their role in business systems, changing role of information systems; users of information systems; Types of information systems transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; procurement options and outstanding information system services.
- UNIT IV System Development Life Cycle:** Sequential process of software development, computer Aided software Engineering (CASE); Tools and the modular approach to software development; Information system audit.
Development & Management of Data Bases: Relational databases, Data base management systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS, Normalization process.
- UNIT V Data Communication and Networking:** Uses of computer networks, types of networks, network topologies, Network media and hardware: Data communication over telephone, internets collaborative processing.
Implementation, Evaluation and Maintenance of System: Methods and steps in implementation of system; Approaches and process of evaluating MIS.
Security Issues Relating to Information Systems: Threats to information systems; Vulnerability, risk and control measures.

MBA(FM) 4.5 MULTINATIONAL FINANCIAL MANAGEMENT Objective

This course offers an understanding of the conceptual framework within which the key financial decisions of multinational firm are analysed.

Course inputs

- UNIT I Multinational Financial Management:** Growth and importance of international finance; Types of risk in international finance ; Rewards in international finance.
Multinational Working Capital Management: Short-term overseas financing sources ; International management of cash, accounts receivables and inventory management.

UNIT II Multinational Investment Decisions : capital Budgeting for designing financial structure.

UNIT III International Financing : Equity financing, bond financing, bank financing, direct loans. Government and development bank lending.

Political Risk : Measurement of political risk, management of political risk, political risk, analysis in capital asset pricing, international diversification.

UNIT IV Portfolio Investment : Benefits of international portfolio investment, spreading risk, international capital asset pricing, international diversification.

International Tax Management : Corporate taxes, Value Added Tax (VAT), Withholding Taxes, duties and tariffs ; Branch verses subsidiary taxes ; tax havens.

UNIT V international Accounting and Reporting : Foreign currency translations ; Multinational transfer pricing and performance measurement ; consolidated financial reporting ; international accounting standards.

MBA(FM) 4.6 DERIVATIVES AND RISK MANAGEMENT

Objective

This course introduces students to the application of various tools and techniques of financial risk management.

Course Inputs

UNIT I Introduction : Meaning and purpose of derivatives ; Forward contracts, future contracts, options, swaps and other derivatives ; Types of traders ; Trading future contracts ; Specification of the future contracts ; Operation of margins ; Settlement and regulations.

Source of Financial Risk : Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc. Systematic and non-systematic risk.

UNIT II Options : Types of options : Option trading : margins ; Valuation of options ; Binomial Option Pricing Modal ; Black Scholes model for call options ; valuation of put options ; Index options ; Open markets –exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation ; Future prices and spot prices ; Forward prices vs future prices ; Future vs options.

UNIT III Futures : Hedgers and speculation : Future contracts ; future markets- cleaning house, margins, trading future positions and taxation ; Future prices and spot prices ; Forward prices vs future prices ; Future vs options.

UNIT IV Swaps : Meaning of interest rate swaps, valuation of interest rate swaps; Currency swaps and its valuation; Credit risk and swaps.

UNIT V Managing Market Risk : Hedging schemes- delta hedging, theta, gamma, relationship in delta, theta and gamma; Vega and rho ; Portfolio insurance.

Derivatives Market in India : Present position in India- regulation, working and trading activity.

MBA(FM) 4.7 PROJECT REPORT AND VIVA VOCE

Every student shall have an appropriate topic selected for doing Project report at the beginning of the third Semester and shall submit the same and face a viva voce at the end of Fourth Semester for evaluation each carrying 50 marks.

REFERENCES :

MBA(FM) 4.1 STRATEGIC MANAGEMENT

1. Bhattacharya S.C – Strategic Management – S.Chand, New Delhi
2. Bhattachary, S.K. and N. Venkataramin – managing Business Enterprises; Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
3. Budhiraja S.B. and M.B. Athreya; Cases in Strategic Management Tata McGraw Hill, New Delhi.
4. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Brower, Richard G. Hamermesh, Michael E; Porter; Business Policy: Text and Cases, Richard D. Irwin, Inc, Homewood.
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6. David, Fred R: Strategic Management, Prentice Hall, New Jersey.
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3. Copeland, T, T. Koller and J. Murrin: Valuation Measuring and Managing the value of Companies, John Wiley, International Edition, NY
4. Copeland T. E and J. F. Weston: Financial Theory and Corporate Policy, Addison-Wesley, NY
5. Hamton, Jone: Financial Decision Making, PHI, New Delhi.

6. Hull J.C: Options, Futures and other Derivatives securities, Prentice Hall of India, Delhi.
7. Matto, P.K.: Corporation Restructuring, An Indian Perspective Macmillan, New Delhi.
8. Pancey I.M.: Financial Management, Vikas Publications, Delhi.
9. Smith, C.W. C.W. Smithson and D.S.Wilford: Managing Financial Risk, Harper and Row, NY.
10. Stewart G.B.: The Quest for Value, Harper Collins, London.
11. Sudarsanam P.S.: The Essence of Mergers and Acquisitions, Prentice Hall of India, Delhi.
12. Van Home J.C. and J.M. Wachwicz Jr: Fundamentals of Financial Management, Prentice Hall, Delhi.
13. Verma J.C.: Corporate Managers and Policy and Takeovers; Bharat Publishing House, New Delhi.
14. Weston,J.F., K.S.Chung and S.E. Hoag: Mergers Restructuring and Corporate Control, Prentice Hall, Delhi.

MBA(FM) 4.3 INSURANCE MANAGEMENT

1. Mishra, M.N.: Insurance & Policies,S.Chand, New Delhi
2. Atif Khan: Theory and Practice of Insurance, Educational Book House
3. Sharma R.S., Insurance Principles and Practice, Vora Delhi.
4. Greene and Trieschemann, Risk Insurance, South Western Publishing Co.
5. Grieder and Beadles, Principles of Insurance
6. Palande, Shah & etc, Insurance in India, Changing Policies & Emerging Opportunities, Response Books.
7. Study material of Insurance Institute of India, Bombay.
8. Ganguly Anand, Insurance Act, New Age International Publication, Insurance Law Manual, Taxman, Delhi.
9. Holyake, Insurance management, AITBS Publication
10. Rejda, Principles of Risk Management and Insurance, Pearson Education, New Delhi.

MBA(FM) 4.4 MANAGEMENT INFORMATION SYSTEM

1. Award,E.M: System Analysis and Design, Galgotia Publications, New Delhi.
2. Charles S.Parker: Understanding Networking and the Internet, Dryden Press.
3. Judith R. Gordon and Steven R. Gordon:

MBA(FM) 4.5 MULTINATIONAL FINANCIAL MANAGEMENT

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