FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

(SEMESTER: I – II)
MBA (FINANCIAL MANAGEMENT)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

(SEMESTER: III – IV)
MBA (FINANCIAL ANALYSIS)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Session: 2019-20

GURU NANAK DEV UNIVERSITY
AMRITSAR

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     Defaulters will be prosecuted.

(ii) Subject to change in the syllabi at any time.
     Please visit the University website time to time.
**SCHEME OF COURSES**

**Semester-I:**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>C/E/I</th>
<th>Course Title</th>
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<th>Total Credits</th>
<th>Mid Sem. Marks</th>
<th>End Sem. Marks</th>
<th>Total Marks</th>
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<tbody>
<tr>
<td>MFL – 401</td>
<td>C</td>
<td>Managerial Economics</td>
<td>4</td>
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<td>MFL – 402</td>
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<td>Quantitative Methods for Management</td>
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<td>MFL – 403</td>
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<td>Accounting for Management</td>
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<td>MFL - 404</td>
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<tr>
<td>MFL - 406</td>
<td>C</td>
<td>Management Principles &amp; Organizational Behaviour</td>
<td>4</td>
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<td>MFL – 407</td>
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<td>Corporate Law and Administration</td>
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Total Credits: 24

**Semester-II:**

<table>
<thead>
<tr>
<th>Course No.</th>
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<th>Course Title</th>
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<th>Total Credits</th>
<th>Mid Sem. Marks</th>
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<tbody>
<tr>
<td>MFL - 451</td>
<td>C</td>
<td>Business Research Methodology</td>
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<tr>
<td>MFL - 452</td>
<td>C</td>
<td>Financial Management</td>
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<tr>
<td>MFL - 453</td>
<td>C</td>
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<td>MFL - 454</td>
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<td>Human Resource Management</td>
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<tr>
<td>MFL – 455</td>
<td>C</td>
<td>Production and Operations Management</td>
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<td>MFS – 457</td>
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<td>MFL – 458</td>
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</table>

Interdisciplinary Courses (3 Credits)

| I | To be offered from the outside Department. | -- | -- | 3 | 20 | 80 | 100 |

Total Credits: 25

**Note:** After second semester every student will be required to undergo summer training of **Six Weeks** duration in the corporate sector.

**Note.**

1. PSL-053 ID Course Human Rights & Constitutional Duties (Compulsory Paper). Students can opt. in any Semester except Semester 1st. This ID Paper is one of the total ID Papers of this course.
# MBA FINANCIAL MANAGEMENT (SEMESTER–III-IV)
## (CREDIT BASED EVALUATION AND GRADING SYSTEM)

### SEMESTER-III:

<table>
<thead>
<tr>
<th>Course No.</th>
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<th>Course Title</th>
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<th>Total Credits</th>
<th>Mid Sem. Marks</th>
<th>End Sem. Marks</th>
<th>Total Marks</th>
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<tr>
<td>Core Courses</td>
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<tr>
<td>MFL– 503</td>
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<td>Capital Markets and Investment Management.</td>
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<td>MFL– 506</td>
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<td>Management Control System</td>
<td>4</td>
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<tr>
<td>MFL– 508</td>
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<td>Financial Research and Econometrics</td>
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<td>MFL– 509</td>
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<td>Management of Banking Operations &amp; Treasury Management</td>
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<tr>
<td>MFL– 510</td>
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<td>Management of Financial Services and Financial Institutes</td>
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### SEMESTER-IV:

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<th>Mid Sem. Marks</th>
<th>End Sem. Marks</th>
<th>Total Marks</th>
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<tr>
<td>Core Courses</td>
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<tr>
<td>MFL– 551</td>
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<td>Strategic Management</td>
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<td>20</td>
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<tr>
<td>MFL– 552</td>
<td>C</td>
<td>Management of Insurance Services</td>
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<tr>
<td>MFL– 553</td>
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<td>Financial Risk Management</td>
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<tr>
<td>MFL– 554</td>
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<td>Portfolio Management and Mutual Funds</td>
<td>4</td>
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<tr>
<td>MFL– 556</td>
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<td>Corporate Tax Law and Planning</td>
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<tr>
<td>MFL– 557</td>
<td>C</td>
<td>Case Studies in Finance</td>
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MBA FINANCIAL MANAGEMENT (SEMESTER–I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-401: MANAGERIAL ECONOMICS
Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Managerial Economics:</strong> Meaning, Nature, Scope and Concepts</td>
</tr>
<tr>
<td><strong>Marginal Analysis:</strong> Law of Diminishing Marginal Utility, Law of Equimarginal Utility</td>
</tr>
<tr>
<td><strong>Law of Demand:</strong> Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.</td>
</tr>
<tr>
<td><strong>Elasticity of Demand:</strong> Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
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</thead>
<tbody>
<tr>
<td><strong>Indifference Curve Analysis:</strong> Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.</td>
</tr>
<tr>
<td><strong>Production Function:</strong> Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.</td>
</tr>
<tr>
<td><strong>Theory of Costs:</strong> Types of costs, Traditional theory: Long Run and Short Run, Modern theory: Long Run and Short Run.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
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<tbody>
<tr>
<td><strong>Managerial Theories:</strong> Profit maximization and Sales Maximization.</td>
</tr>
<tr>
<td><strong>Market Structure:</strong> Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.</td>
</tr>
<tr>
<td><strong>Oligopoly:</strong> Sweezy Model.</td>
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</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inflation:</strong> Meaning, Types, Causes, Effects and Control. Phillips curve.</td>
</tr>
</tbody>
</table>
Suggested Readings:

5. Shapiro, Macro Economics, Galgotia Publications.
MBA FINANCIAL MANAGEMENT (SEMESTER–I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-402: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

- **Correlation and Regression Analysis:** Simple, partial and multiple correlation coefficients; simple and multiple regression (three variables only).
- **Elementary probability theory:** Additive and Multiplicative laws of probability and their business applications.
- Practical through SPSS/MS Excel.

SECTION B

- **Probability Distributions:** Binomial, Poisson and Normal distributions; with their properties and applications.
- **Hypotheses:** Null and Alternative Hypotheses, Type I and Type II errors

SECTION C

- **Hypothesis testing — Parametric tests:** Z- Test, T- Test, F- Test (ANOVA one way and two-way);
- **Non-Parametric tests:** Chi Square test.
- Practical through SPSS/MS Excel

SECTION D

- **Linear programming:** definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.
- **Transportation problems.**
- Practicals through SPSS/MS Excel

Suggested Readings:
7. Vohra, N. D., Quantitative Techniques in Management.
MBA FINANCIAL MANAGEMENT (SEMESTER–I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-403 ACCOUNTING FOR MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION A</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Introduction to Accounting:</strong> Accounting as an information system, Users of accounting information; Basic accounting concepts and conventions. Accounting Cycle. Role of Accountant in Profession and Industry.</td>
<td></td>
</tr>
<tr>
<td><strong>Understanding Corporate Financial Statements:</strong> Types, Nature, Attributes, Uses and Limitations.</td>
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<table>
<thead>
<tr>
<th>SECTION B</th>
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<tbody>
<tr>
<td>Corporate Reporting and Disclosure Requirements.</td>
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<tr>
<td><strong>Tools of Financial Statement Analysis:</strong> Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.</td>
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<table>
<thead>
<tr>
<th>SECTION C</th>
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<tbody>
<tr>
<td><strong>Budgets and Budgetary Control:</strong> Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.</td>
<td></td>
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<tr>
<td><strong>Standard Costing as a Control Technique:</strong> Setting of Standards and Their Revision;</td>
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<tr>
<th>SECTION D</th>
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<tbody>
<tr>
<td><strong>Variance Analysis:</strong> Meaning and Importance, Kinds of Variances and Their Uses-Material, Labour Variances; Relevance of Variance Analysis to Budgeting and Standard Costing.</td>
<td></td>
</tr>
<tr>
<td><strong>Marginal Costing and Break-Even Analysis:</strong> Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing Versus Direct Costing; Cost-Volume-Profit Analysis; Break-Even Analysis; Assumptions and Practical Applications of Break-Even- Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.</td>
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Suggested Readings:

MBA FINANCIAL MANAGEMENT (SEMESTER–I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MFL-404: BUSINESS ENVIRONMENT  
Credits 4-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80  

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage  

Instructions for the Paper Setters:  
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.  

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salient features of Economic Systems:</strong> Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy, Changing Role of Government in Business.</td>
</tr>
<tr>
<td><strong>Business Environment:</strong> Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.</td>
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<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aspects of Economic Reforms:</strong> Liberalisation; Privatisation/Disinvestment of Public Enterprises; Globalisation and its Implications for India.</td>
</tr>
<tr>
<td><strong>Economic Planning in India:</strong> Objectives, Strategies and Evaluation of Latest Five Year Plan.</td>
</tr>
<tr>
<td>Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>SECTION C</th>
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<tbody>
<tr>
<td><strong>Consumer Rights and Consumerism:</strong> Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments</td>
</tr>
<tr>
<td><strong>Social Responsibility of Business:</strong> Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR; The Environment Protection Act, 1986 with Latest Amendments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
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<tbody>
<tr>
<td><strong>Evaluation of Various Regulatory Policies of Government:</strong> Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India,</td>
</tr>
<tr>
<td><strong>Salient Features of FEMA and GST(Goods and service tax)</strong></td>
</tr>
<tr>
<td><strong>Export Promotion versus Import Substitution Policies:</strong> Concept of Balance-of-Payments; Balance-of-Trade; Currency Convertibility; Objectives and Evaluation of Latest Foreign Trade Policy of Indian Government.</td>
</tr>
</tbody>
</table>
Suggested Readings:


Note: It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.
MBA FINANCIAL MANAGEMENT (SEMESTER–I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-406: MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR

Credits 4-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A


SECTION B

- Planning and Performance: Goals and Plans, types of Goals, Types of Plans, Setting Goals and Developing Plans, MBO concepts and steps in MBO, Criticism of Planning, Effective Planning in Dynamic Environments, Planning Premises.


SECTION C

- Understanding Individual Behaviour: Focus and Goals of Organisation Behaviour. Attitudes and Job Performance, Cognitive dissonance, Operant Conditioning Theory

- Communication: Functions, Methods and Barriers to Communication. Formal Versus Informal communication.

- Motivation: Concept and early theories of Motivation: Maslow’s Hierarchy of Needs, Alderfer’s ERG theory, McGregor’s Theory X and theory Y, Herzberg’s Two-Factor Theory, McClelland’s Three-Needs Theory, Contemporary Theories of Motivation; Goal Setting
MBA FINANCIAL MANAGEMENT (SEMESTER–I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Theory, Reinforcement Theory, Job Design Theory, Equity Theory, Vroom’s Expectancy Theory Integrating Contemporary Theories of Motivation. Contemporary Issues in Motivation; Cross Cultural Challenges, Dynamics and motivation Group workers, Designing Appropriate Reward Programs.

SECTION D


Suggested Readings:


MBA FINANCIAL MANAGEMENT (SEMESTER–I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MFL–407: CORPORATE LAW AND ADMINISTRATION  

Credits 4-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>Section A</th>
</tr>
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</table>
| **Companies Act and its Administration:** History, Extent and Application; Latest Amendments and Authorities under the Companies Act.  
**Company:** Definition and Characteristics of a Company; Lifting of the Corporate Veil; Company vs. Partnership; Limited Liability Partnership.  

<table>
<thead>
<tr>
<th>Section B</th>
</tr>
</thead>
</table>
**Memorandum of Association:** Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Vires.  
**Article of Association:** Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive Notice of Memorandum and Article, Doctrine of Indoor Management. |

<table>
<thead>
<tr>
<th>Section C</th>
</tr>
</thead>
</table>
| **Prospectus:** Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus.  
**Share Capital:** Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights.  
**Share:** Definition, Types of Shares, Application and Allotment of Shares, Issue of Shares, Transfer and Transmission of Shares. |

<table>
<thead>
<tr>
<th>Section D</th>
</tr>
</thead>
</table>
| **Company Management Director:** Appointment and Restriction on Appointment, Removal, Qualification, Duties and Powers, Remuneration of Directors. Women Directors.  
**Meeting of Shareholders:** Types, Rules of Meetings, Voting, Resolutions and Minutes  
**Winding up of a Company:** Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order. |
Suggested Readings:

### MFL-451: BUSINESS RESEARCH METHODOLOGY

**Credits 4-0-0**  
**Total Marks: 100**  
**Mid Semester Marks: 20**  
**End Semester Marks: 80**

**Mid Semester Examination: 20% weightage**  
**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

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<tr>
<th>SECTION A</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research Designs:</strong></td>
<td>Exploratory, Descriptive and Experimental Research Designs.</td>
</tr>
<tr>
<td><strong>Exploratory Research Designs:</strong></td>
<td>Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.</td>
</tr>
<tr>
<td><strong>Descriptive Research Designs:</strong></td>
<td>Survey and Observation Methods.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experimental Research Designs:</strong></td>
<td>Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs.</td>
</tr>
<tr>
<td><strong>Measurement:</strong></td>
<td>Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sampling Design:</strong></td>
<td>Steps in Sampling Design, <strong>Probability Sampling Methods</strong>- Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.</td>
</tr>
<tr>
<td><strong>Non-Probability Sampling Methods:</strong></td>
<td>Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling. Sampling and Non-Sampling Errors</td>
</tr>
<tr>
<td><strong>Tabulation and Cross Tabulation of Data</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Questionnaire and Questionnaire Design Process</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Non Parametric tests:</strong></td>
<td>Run Test for randomness of data, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskul-Wallis Test, Kolmogorov-Smirnov Test</td>
</tr>
<tr>
<td><strong>Logistic regression,</strong> <strong>Multiple Regression,</strong> <strong>Practical through SPSS</strong></td>
<td></td>
</tr>
</tbody>
</table>
**Suggested Readings:**

### Instructions for the Paper Setters:

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<tr>
<th>SECTION A</th>
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</thead>
<tbody>
<tr>
<td><strong>Financial Management:</strong></td>
<td>Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization.</td>
</tr>
<tr>
<td><strong>Instruments of finance:</strong></td>
<td>Long Term and Short Term</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost of Capital:</strong></td>
<td>Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating and Financial Leverage:</strong></td>
<td>Measurement of Leverages; Analyzing Alternate Financial Plans; Financial and Operating Leverage, Combined Leverage. EBIT and EPS Analysis.</td>
</tr>
<tr>
<td><strong>Dividend Policies:</strong></td>
<td>Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends.</td>
</tr>
</tbody>
</table>

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<tbody>
<tr>
<td><strong>Management of Working Capital:</strong></td>
<td>Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.</td>
</tr>
<tr>
<td><strong>Management of Cash:</strong></td>
<td>Strategies, Baumol’s, Miller-Orr’s and Beranek’s Models of Cash Management.</td>
</tr>
<tr>
<td><strong>Management of Receivables:</strong></td>
<td>Credit Policy, Credit Terms and Collection Efforts.</td>
</tr>
</tbody>
</table>
Suggested Readings:

8. Van Horne, James G: Financial Management and Policy, Prentice Hall, Delhi,
MBA (FINANCIAL MANAGEMENT) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-453: MARKETING MANAGEMENT  
Credits 4-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage  

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

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<tr>
<th>SECTION A</th>
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</table>
  • **Market analysis**: understanding marketing environment, consumer and organization buyer behavior, market measurement and marketing research, market segmentation, targeting and positioning. Concept of customer retention and relationship marketing. |

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
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</table>
  • **Pricing Decisions**: Pricing Objectives, Factors Influencing pricing Decisions, Pricing Methods and Strategies. |

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
</table>
| • **Distribution Decisions**: Role Of Intermediaries, Channel Levels, Types And Nature Of Intermediaries, Factors Influencing Distributing Decisions, Channel Conflict, E-Commerce Marketing Practices, Types And Functions Of Wholesalers And Retailers.  
  • **Marketing Communications**: The Marketing Communication Process, The Promotion Mix, Factors Guiding The Selection Of Promotion Mix, Advertising And Its Objectives, Developing The Advertising Campaign; Sales Promotion And Its Objectives, Tools Of Sales Promotion, Public Relations And Major Tools; Events And Experiences. Personal Selling: Nature And Process, Direct Marketing |

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
</table>
| • **Marketing Organization And Control**: Organization For Marketing, Marketing Implementation And Control,  
  • **Ethics In Marketing**,  
  • **Emerging Trends And Issues In Marketing**: Rural Marketing, Societal Marketing, Direct And Online Marketing, Green Marketing, Retail Marketing. |
Suggested Readings:


MBA (FINANCIAL MANAGEMENT) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-454: HUMAN RESOURCE MANAGEMENT  
Credits 4-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80  

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

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<tr>
<td>Strategic Planning and HRM (SHRM): Meaning, Features, Differences Between SHRM and HRM.</td>
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</table>

<table>
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<tbody>
<tr>
<td>Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.</td>
</tr>
<tr>
<td>SECTION D</td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
</tbody>
</table>
| **Managing Compensation and Employee Remuneration:** Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.  
**Incentives:** Concept, Importance and Process of Incentives.  
**Fringe Benefits:** Meaning, Forms and Administration of Benefits.  
**Managing Diversity:** Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training. |

**Suggested Readings:**

5) Gomez, Meja, Balkin, Cardy, “*Managing Human Resources,*” New Delhi, Pearson Education.
7) Snell, Scott, and Bohlander, George, “*Human Resource Management,*” New Delhi, Cengage Learning.
MBA (FINANCIAL MANAGEMENT) (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL 455: PRODUCTION AND OPERATIONS MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

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<tbody>
<tr>
<td>• Concept of Production &amp; Operations Management, Recent trends and issues. Product and Service Continuum</td>
</tr>
<tr>
<td>• Types of Production Systems.</td>
</tr>
<tr>
<td>• Operations Strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and Capabilities.</td>
</tr>
<tr>
<td>• New Product Design and Development.</td>
</tr>
</tbody>
</table>

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<tbody>
<tr>
<td>• Plant Location decision: factors affecting location and techniques for location analysis and</td>
</tr>
<tr>
<td>• Plant Layout: Factors affecting layout and types</td>
</tr>
<tr>
<td>• Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing, Gantt. Charts, Network Analysis.</td>
</tr>
</tbody>
</table>

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<thead>
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<th>SECTION C</th>
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<tbody>
<tr>
<td>• Work study process: Methods Analysis – Various Charts, Work Measurement techniques.</td>
</tr>
<tr>
<td>• Value Analysis.</td>
</tr>
<tr>
<td>• Quality Issues: Concept of Quality, Statistical Quality Control.</td>
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</tbody>
</table>

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<tr>
<th>SECTION D</th>
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<tbody>
<tr>
<td>• Just in Time Manufacturing Systems.</td>
</tr>
<tr>
<td>• Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.</td>
</tr>
<tr>
<td>• Supply Chain Management: Concept &amp; Components of Supply Chain.</td>
</tr>
</tbody>
</table>
Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
4. Production Operation Management, B.S. Goel.
MBA (FINANCIAL MANAGEMENT) (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFS-457: SEMINAR

Credits 0-0-2
MBA (FINANCIAL MANAGEMENT) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MFL-458: CASE STUDIES IN MANAGEMENT  
Credits 2-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

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<thead>
<tr>
<th>SECTION A</th>
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</table>
| **Case 1**: Aviva Life Insurance Company India Ltd. Reducing Policy: Turant time to build Customer Satisfaction.  
Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.  
**Case 2**: MakemyTrip.Com(A) pp.244-260  
MKTG: A South Asia Perspective Lamb, Hair, Sharma, Mc Domel |

<table>
<thead>
<tr>
<th>SECTION B</th>
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</thead>
</table>
| **Case 1**: Romantic Rides of Fiery Thrills: Positioning a Motorcycle Brand in the Indian Context pg. 1-14  
Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.  
**Case 2**: Near Misses in Shinghania Textile Mills(Source: S.N Bagchi, Performance, 2010, Cengage Learning, Delhi, pp. 179-184)  

<table>
<thead>
<tr>
<th>SECTION C</th>
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</thead>
</table>
| **Case 1**: Are Five Heads Better Than One?(Source: Robbins Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 769-771).  
**Case 3**: Hindustan Lever Limited: (Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-192) |

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<tr>
<th>SECTION D</th>
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</table>
| **Case 1**: Richa Foods Company(Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-263)  
**Case 2**: Ganpati Limited (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1141) |
MFL 503: CAPITAL MARKETS & INVESTMENT MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

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SECTION A

- **Introduction:** Evolution, Structure and Functions of Capital Market in India
- **New Issue Market:** Meaning, Functions and Mechanics of Floating New Issues-Public Issues, E-IPOs, Book Building, Private Placement, New Financial Instruments, Reforms in New Issue Market

SECTION B

- **Stock Exchange:** Organisation, Management, Membership Rules of Stock Exchange, Listing of Securities; Trading on a Stock Exchange-Online Trading, Internet Trading; Recent Reforms in the Stock Exchanges
- **Clearing and Settlement:** Clearing and Settlement-Process, Account Period Settlement, Rolling Settlement, Derivatives Market: Products, Participants and Functions, Derivatives Market in India

SECTION C

- **Regulation** of Capital Market in India
- **Depository System:** Need, Process and Progress
- **Security Analysis:** Concept and Types of Risk and Return, Risk- Return Trade-off, Valuation of Equity Shares, Preference Shares, and Debentures, Factors influencing Share Prices
- **Investment Analysis:** Fundamental Analysis

SECTION D

- Technical Analysis, Efficient Market Hypotheses, Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory
- **Portfolio Management:** Construction, Revision and Evaluation
Suggested Readings:

2. Fabozzi, Frank Investment Management (Prentice Hall)
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
10. Annual Reports of RBI
11. Annual Reports of SEBI

Journals:
1. SEBI Bulletin
2. Capital Market
3. NSE Newsletter
4. The Stock Exchange Review (Bombay Stock Exchange)
5. SEBI and Corporate Laws (Laxmann)

Websites:
www.sebi.gov.in
www.bseindia.com
www.nseindia.com
www.iseindia.com
www.stockholding.com
www.capitalideasonline.com
www.indiainfoline.com
www.rbi.org.in
www.govdirectory.nic.in
www.otcei.net
www.capitalmarket.com
MBA (FINANCIAL ANALYSIS) (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL 506: MANAGEMENT CONTROL SYSTEMS

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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<tbody>
<tr>
<td><strong>Understanding Strategy:</strong> Concept of Strategy and its Need, Corporate &amp; Business Level Strategies</td>
</tr>
<tr>
<td><strong>Management Control System:</strong> Nature, Scope &amp; Process of Management Control System, Pre-requisites of a Successful Management Control System, Relationship &amp; Distinction between Strategic Planning, Operational Control and Management Control Cases; Xerox Corporation (A); NUCOR (A)</td>
</tr>
<tr>
<td><strong>Behavioural Aspects Of Management Control:</strong> Goal congruence – factors affecting goal congruence – formal and informal systems. NUCOR (B) Case</td>
</tr>
</tbody>
</table>

<table>
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<tr>
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<tbody>
<tr>
<td><strong>Management Control Structure:</strong> Types of Organization Structures &amp; its Implications to MCS, Matching structure to strategy, Controller’s organization - Functions &amp; Role of Controller, Rendell Company case</td>
</tr>
<tr>
<td><strong>Responsibility Accounting:</strong> Meaning, Responsibility Centre-Types, Advantages and Implementation.</td>
</tr>
<tr>
<td><strong>Transfer Pricing:</strong> Objectives, Types &amp; Methods of Transfer Pricing, Arms Length Principle, Issues in Fixing Transfer Pricing, Managing Inter-Departmental Conflicts Related to Transfer Pricing, International Transfer Pricing. General Appliances corporation case</td>
</tr>
</tbody>
</table>

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<th>SECTION C</th>
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<tbody>
<tr>
<td><strong>Activity Based Costing:</strong> Need Over Existing Traditional Costing Systems, Meaning &amp; Nature of Activity Based Costing, Steps in Implementing ABC, Utility of ABC for Managerial Decision Making and Improving Cost Management &amp; Profitability.</td>
</tr>
<tr>
<td><strong>Budgeting and Budgetary control:</strong> Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioural Aspects of budgets.</td>
</tr>
</tbody>
</table>
## SECTION D

<table>
<thead>
<tr>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balanced Score Card:</strong> Four Perspectives, Aligning BSC to Strategy, Features of a Good BSC, Implementation of BSC and Pitfalls of BSC.</td>
</tr>
<tr>
<td><strong>Management Compensation &amp; Rewards:</strong> Principles of Managerial Compensation, Linking Rewards to Performance, Types of Rewards &amp; Compensation.</td>
</tr>
<tr>
<td><strong>Management Control Systems in Services organizations and Multinational Corporations</strong></td>
</tr>
</tbody>
</table>

### Suggested Readings:

MFL-508: FINANCIAL RESEARCH AND ECONOMETRICS

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

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SECTION A

- **Introduction to Econometrics**: Definition, Difference between Statistics and Econometrics, Methodology of Econometrics, Meaning of Financial econometrics. Variables: Meaning, types.
- **Propositions and Hypotheses**: Meaning, Types. Types of Data: Metric and non-metric data; Cross Sectional data, Time series data, Pooled data, Panel Data. Sources of Data: Primary and Secondary Sources. Examination of the data: Graphical examination of data; Missing data; Outliers; Data cleaning and transformation.
- **Practical**: Data entry, cleaning, and transformation in E-views.

SECTION B

- **Introduction to Regression Analysis**: Meaning; Types: Two variable regression analysis, Multiple regression analysis, Dummy Variable Regression Analysis.
- **Two-Variable Regression Analysis**: The Method of Least Squares (OLS); Assumptions; Properties of Least Square Estimators: The Gauss-Markov Theorem. The Coefficient of Determination; \( R^2 \) and Adjusted \( R^2 \), Hypothesis Testing using OLS.

SECTION C

- **Regression Assumptions**: Multicollinearity, Heteroscedasticity, Autocorrelation. Practicals: Simple Linear Regression, Multiple Regression and Dummy Regression in EViews; Detecting and Remedying Multicollinearity, Heteroscedasticity and Autocorrelation in E-views.
- **Testing for Unit Roots** in EViews Testing for Cointegration and Modeling Cointegrated Systems using EViews
SECTION D

- **Practicals**: Constructing ARMA Models in EViews, Forecasting using ARMA Models in EViews

**Suggested Readings:**

10. Hair, Black, Babin, Anderson and Tatham, Multivariate Data Analysis, New Delhi: Pearson Education.
11. Software: Eviews 7 or Higher Version
MBA (FINANCIAL ANALYSIS) (SEMESTER-III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-509: MANAGEMENT OF BANKING OPERATIONS AND TREASURY MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

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<tr>
<td><strong>Evolution of Modern Commercial Banking in India</strong>: Bank’s Financial Statements: Basic Concepts; Banking Structure- Banking Consolidation; Banking Sector Reforms in India.</td>
</tr>
<tr>
<td><strong>Sources of Bank Funds: Deposit Products</strong>: Types of Bank Deposits, Computation of interest on Deposits, Deposit Schemes, Composition of Bank Deposits, Deposit Insurance, The Fee-based services, Letter of credit, Bank Guarantees, Subsidiary Services, Off Balance Sheet activities, Bancassurance.</td>
</tr>
<tr>
<td><strong>Uses of Bank Funds</strong>: Lending activities; Types of loans, mode of lending and basic requirements for lending. Credit Policy; Need for Credit Policy, Composition of Credit Policy. Investment: Classification and Valuation. Interest Rate determinants in banks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management of Capital Funds</strong>: Functions, capital Adequacy- The New Basel Accord-Implication for Banks.</td>
</tr>
<tr>
<td><strong>Banking Regulations</strong>: Role of RBI, reserve requirements, CRAR and Prudential norms for asset classification, income recognition and provisioning. Anti money laundering and KYC norms.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Banking</strong>: Need, Challenges, Policy Initiatives, Priority Sector Lending, Services Area Approach, Genesis of Microfinance.</td>
</tr>
<tr>
<td><strong>Scope and Functions of Treasury Management</strong>: What is a Treasury Management; Structure and Organization of Treasury Management; Role of CFO; Functions of a Controller; Functions of a Treasurer; Responsibilities of a Treasure</td>
</tr>
<tr>
<td><strong>Measures of Internal Treasury Control</strong>: Internal Treasury Control; Operations of Treasury; Measuring Treasury Performance.</td>
</tr>
</tbody>
</table>
## SECTION D

- **Credit Market:** The Role of Credit Market in the Financial System; Credit Facilities in the Credit Market; Risks Involved and Pricing Decisions; Role of Indian Credit Market.

- **Money Market:** Meaning and Instruments of Money Market; CBLO: Features; Issuing Procedure; RBI Guidelines.

### Suggested Readings:

4. An Introduction to Fund & Investment Management in Banks, R Bhaskaran, BIRD, Lucknow
5. The Treasury's Hand Book, J P Morgan Fleming
MFL-510-MANAGEMENT OF FINANCIAL SERVICES AND FINANCIAL INSTITUTIONS

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

- **Financial Institutions** - Meaning - Characteristics - Broad Categories, Role of Financial Institutions in a Financial system, competition among financial institutions, Ethics and social responsibility of financial institutions
- **Role of Financial Services** in Indian Financial System.
- **The Securities and Exchange Board of India**: Genesis, Objectives and Functions.

SECTION B

- **Development Banks/Financial Institutions**: concept, Role of DFI, sources of Funds, DFI in India, Recent Trends.
- **Small Saving, Provident Funds and Pension Funds**: Growth in India, Types and nature of small saving instruments. Rate of return on PFs, Rules regarding investment of PFs. Pension Plans, reforming the Pension System.
- **Discount and Finance House of India Limited (DFHIL)** - Financial resources - Objectives - Operations
- **Securities Trading Corporation of India Limited (STCI)** - RBI Support - Current Activities

SECTION C

- **Merchant Banking**: Nature and scope of Merchant Banking - Regulation of Merchant Banking Activity - Overview of Current Indian Merchant Banking Scene - Structure of Merchant Banking Industry - primary Markets in India and Abroad
- **Credit Rating**: Concept of Credit Rating, Types of Credit Rating - Advantages and Disadvantages of Credit Rating - Credit Rating Agencies
- **Housing Finance**: Housing Finance Companies, Refinance Schemes for HFCs, Regulatory Guidelines for HFCs.
SECTION D

- **Introduction to equipment leasing**: Types of Leases, Evolution of Indian Leasing Industry Tax Aspects of Leasing.
- **Factoring**: Concept of Factoring - Forms of Factoring - Factoring vis-à-vis Bills Discounting - Factoring vis-à-vis Credit Insurance Factoring vis-à-vis Forfeiting - Evaluation of a Factor - Legal Aspects of Factoring – Evaluation of Factoring
- **Securitisation / Mortgages**: Securitization - Mortgages and Mortgage Instruments - Concept Securitization as a Funding Mechanism, Securitization of Residential Real Estate - Whole Loans - Mortgages - Graduated-Payment.

Suggested Readings:

2. SEBI Guidelines, Nabhi Publications
5. Inside Leasing, Faroul Irani - Tata McGraw Hill
MFS 507: Seminar

Credits 0-0-2
MBA (FINANCIAL ANALYSIS) (SEMESTER-IV)
(UNDER CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-551: STRATEGIC MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

- **Corporate Governance and Social Responsibilities of Business**: Stakeholder Approach, Types Of Social Responsibility.
- **External Environment Analysis**: Strategically Relevant Components of External Environment.

SECTION B

- **Industry analysis**: Porter’s Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. Strategic Group mapping, Power Curves
- **Internal Environment Analysis**: SWOT Analysis, Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency.

SECTION C

- **Corporate Level Strategies**: Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.
SECTION D

- **Strategy Implementation**: Strategy- Structure Fit: Developing and Modifying Organizational Structure.
- Leadership and Organization Culture.

**Suggested Readings:**

6. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
MFL-552: MANAGEMENT OF INSURANCE SERVICES

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

- **Concept of Insurance, Need/Purpose, Principles of Insurance**: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith, Proximate Cause, Contribution.
- **An overview of Insurance Industry**: Nature of Insurance Business, Structure.

SECTION B

- **Regulatory Aspects**: Brief overview of the Legal and Regulatory Frameworks Relating to Life and General Insurance in India, Role of IRDA.
- **Re-insurance**: Concept, Features, Types.
- **Financial Planning and Taxation**: Different Types of Insurance Plans: Whole Life, Term Assurance, Endowment, Tax Benefits under Insurance Policies

SECTION C

- **Life Insurance Documents, Insurance premium**: Net premium, Gross premium, Bonus, Surrender value, Paid up value, Annuities, Riders.
- **Claim settlement in Life Insurance**: Types of claims, Procedure.
- **Claim settlement in Fire Insurance**: Settlement procedure.
## SECTION D

- **Distribution Channels for Insurance:** Agency, Direct Marketing, Bancassurance, Brokers.
- **Role of Professional Specialists/Insurance Intermediaries:** Underwriters, Surveyors, Actuaries.
- Role of Ombudsman, Role of Tariff Advisory Committee.
- Insurance in Rural/Social Sectors, Role of Insurance in Socio-Economic Development

### Suggested Readings:

MBA FINANCIAL ANALYSIS (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-553: FINANCIAL RISK MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

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| **Introduction to Risk Management:** - Managing Risk, Types of Business Risk  
**Introduction to Financial Risk:** Meaning of Derivatives, its Products, Classification, Participants, Functions, Evolution of Derivatives, Misuse and Criticism of derivatives |

<table>
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<tr>
<th>SECTION B</th>
</tr>
</thead>
</table>
| **Forward and Futures:** -  
Forward Contract, Its features, Settlement of forward contract  
The Fundamentals of Future Contract, Its Characteristics, its types and Mechanism of Future Trading  
Introduction to Spot and Forward Market, Determination of foreign exchange rate.  
Alternate Measures of Foreign Exchange Exposure |

<table>
<thead>
<tr>
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</table>
| **Options:** - Overview, Types of options, Options Valuations, Options Positions (Payoffs), Factors affecting Option Prices, Options Strategies.  
**Swaps:** - Evolution of Swap Market, its Features, Types of Swaps, Mechanism and Structure of Swap Transactions, Valuation and Applications of Swaps. |

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<tr>
<th>SECTION D</th>
</tr>
</thead>
</table>
| **Foreign Exchange System:** - Foreign Exchange Mechanism, Bretton Wood System, Alternatives Exchange Rates, International Monetary Fund (IMF).  
**Hedging and Speculation** with Commodity Futures, Interest Rate Futures, Currency futures, Stock Index Futures. Optimal Hedge Ratio.  
**Risk Hedging:** Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure. |
Suggested Readings:

1. Risk Management & Insurance, 8e, C Arthur Williams, Michael Smith, Peter Young - McGraw Hill.
3. Introduction to Futures & Options, John C Hull.
4. Options and Futures, David A Dubufsky - McGraw-Hill.
5. Futures and Options, Franklin R Edwards & Cindy W Ma - McGraw-Hill.
MBA FINANCIAL ANALYSIS (SEMESTER–IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL-554: PORTFOLIO MANAGEMENT AND MUTUAL FUNDS

Credits 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

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<tbody>
<tr>
<td>• Introduction to Portfolio Management: The Investment Process - Definition of Investments - Investment Categories.</td>
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<tr>
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</table>
| • Portfolio Analysis: Diversification, Portfolio, Risk and Return - Markowitz Risk-return  
• Optimization - Portfolio Beta - Generating the Efficient Frontier.  
• Portfolio Selection: Defining Investment Objectives - Risk and Investor Preferences - Investment Constraints. |

<table>
<thead>
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<table>
<thead>
<tr>
<th>SECTION D</th>
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</table>
Suggested Readings:

1. Security Analysis and Portfolio Management. 6e, Donald E Fischer and Ronald J Jordan – Prentice-Hall, India.
2. Investment Analysis and Management, 5e, Sharpe, Alexander, Bailey - Prentice Hall India.
MBA FINANCIAL ANALYSIS (SEMESTER–IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MFL– 556: CORPORATE TAX LAW AND PLANNING

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

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<tr>
<td>• Introduction to Income Tax Act, 1961: Definitions of Person, Assesses, Assessment Year, Previous Year, Average Rate of Tax. Capital and Revenue incomes, expenses, losses and gains</td>
</tr>
<tr>
<td>• Agriculture Income, Concept, scope Partly Agriculture Income.</td>
</tr>
<tr>
<td>• Residential Status: Determination of Residential Status of a Company Individuals, Firms. Incidence of Tax, Scope of Total Income on the Basis of Residential Status.</td>
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<tr>
<td>• Income Under the Head Capital Gains: Definition of Capital Assets, Assets which are not Capital Assets, Transactions not regarded as Transfer for Computing Capital Gains Short Term/Long Term Capital Assets, Short Term/Long Term Capital Gain Taxation, Indexation, Exemptions, Computation of Capital Gains. Tax Planning for Capital Gains</td>
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</tbody>
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<tbody>
<tr>
<td>• Income from Other Sources; Scope, Incomes Covered under the Head, Treatment of Income from Cross Words, Puzzles, Horse Races, Casual Income. Exemptions, Deductions Available to Income under this Heads.</td>
</tr>
</tbody>
</table>
SECTION D

- **Tax Planning for a Companies**: Tax planning for various heads of income related to companies. Deductions allowed to company, Exemptions available for companies, Set off and carry forward of losses relevant to companies. Dividend distribution provisions with special reference to company assesses and Tax Implications. Special Economic Zones; Concept, Tax Benefits to Companies Established in SEZs.
- **Deduction of Tax at Source and Advance payment of Tax**: Concept, Provisions of the Act for Advance Payment of Tax and Deduction of Tax at Source including Penalties and Prosecutions

Suggested Readings:

5. Website: [www.incometaxindia.gov.in](http://www.incometaxindia.gov.in)
MBA FINANCIAL ANALYSIS (SEMESTER–IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MFL-557: CASE STUDIES IN FINANCE  
Credits 4-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80  

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage  

Instructions for the Paper Setters:  
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A  
• Alpha Chemical Industries : (source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd., pp-238.)  
• Variance Analysis-Case Study-2 (source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd., pp-422.)  
• McDonald's Corp.: (source: Year-2009, By Donald E. Fischer & Ronald. J. Jordan, Security Analysis and Portfolio Management, Pearson, pp-547-549.)  

SECTION B  
• Sonal Company Scenario (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1131)  
• Mahavir Fasteners Private Ltd: (source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1136)  

SECTION C  
• Mehta Leather Craft: (source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1145)  
• To Pharma or Not to Pharma: (source: 2013, By Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt.Ltd. pp-228)  

SECTION D  