

MBA, FINANCE & CONTROL

SEMESTER I

Core Papers (All Papers are Credit and Compulsory)

IMS 011 ESSENTIALS OF MANAGEMENT

IMS012 BUSINESS ENVIRONMENT

IMS 013 FINANCIAL ACCOUNTING

IMS 014 QUANTITATIVE METHODS IN BUSINESS

IMS 015 HUMAN RESOURCE MANAGEMENT

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

IMS 017 MARKETING MANAGEMENT

IMS 018 MANAGERIAL ECONOMICS

Foundation Paper (Non-Credit Compulsory paper)

LU 011 COMMUNICATIVE ENGLISH

IMS 011 ESSENTIALS OF MANAGEMENT

Objective: To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

Course Outline

Unit I

Introduction: Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

Unit II

Planning: Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

Unit III

Organisation: Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

Unit IV

Directing & Controlling: Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

Recommended book(s)

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M., Fundamentals of Management, Irwin, Inc.

Drucker, P.F. , The Practice of Management, Allied Publishers

Hold, David, H., The Management Principles and Practice, Tata McGraw Hill

Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill

Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons

Robbins, S.P., and Coulter, M., Management, Pearson Education

IMS012 BUSINESS ENVIRONMENT

Objective: To facilitate the understanding of the various components of the environmental to be considered for decision making.

Course Outline

Unit I

Introduction: The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors ó Porters model, the process of Environmental Scanning. Types of economies ó socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

Unit II

The Politico-Legal Environment ó The relationship between business and government in India. Federal structure in India ó Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

Unit III

Macro Economic Environment ó National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles ó meaning, phases and theories ó monetary theories, Samuelson and Hicksian approach. Inflation analysis.

Unit IV

Indian Economic Environment ó Features of Indian Economy ó primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic

reforms of liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

Recommended book(s)

Cherunilum, Francis, Business Environment, Himalaya Publishing House
 Dutta and Sundaram, Indian Economy, S. Chand and Co.
 Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal
 Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

IMS 013 FINANCIAL ACCOUNTING

Objective: To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

Course Outline

Unit I

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

Unit II

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

Unit III

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

Unit IV

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

Recommended book(s)

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India
 Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication
 Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.
 Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.
 Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications
 Accounting for Managers, Bhattacharya, Vikas Publications
 Financial Accounting, Jawaharlal and seema srivastava

QUANTITATIVE METHODS IN BUSINESS

IMS 014

Objective: To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

Course Outline

Unit-I

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices
 Calculus; Basic differentiation(First order and second order)and its application.

Unit-II

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, Combined standard deviation.

Unit-III

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

Unit-IV

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

Recommended book(s)

Business Mathematics,by Sancheti & Kapoor(Unit I)
 Statistics,by S P Gupta and M P Gupta(unit II & Unit III)
 Operations Research,by JK Sharma(Unit IV)

IMS 015

HUMAN RESOURCE MANAGEMENT

Objective: To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

Course Outline

Unit I

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

Unit II

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

Unit III

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

Unit IV

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

Recommended book(s)

Human Resource Management ó Text & Cases, by VSP Rao, Excel Books

Human Resource Management ó Text & Cases, by K. Ashwatappa ó Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw ó Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

Objective: To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

Course Outline

Unit I: Indian Society and Indian Philosophy

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astanga Yoga and its relevance to management.

Unit II: Values: Indian scriptures and Indian thinkers

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra.

Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

Unit III: Business Ethics

Theories of Ethics ó Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

Unit IV: Application of Business Ethics

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping).

Ethics in finance (financial disclosures, insider trading, window dressing).

Ethics in information technology and systems usage (data confidentiality).

Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

Recommended Books

Ethics and the Conduct of Business, by Boatright (Pearson Education)

IMS 017 MARKETING MANAGEMENT

Objective: To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

Course Outline

UNIT I

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

UNIT II

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests,)

UNIT III

PRODUCT:- Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

PRICE:- Pricing objectives, factors influencing pricing, Pricing strategies

UNIT IV

DISTRIBUTION:- Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

PROMOTION: promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

Recommended book(s)

Marketing ó Concepts, strategies, by William M Pride, O C Fewell, Biztantra
 Marketing Management, by Ramaswamy & Namakumari, Macmillan
 Marketing Management, by Arun Kumar & Meenakshi, Vikas
 Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

IMS 018 MANAGERIAL ECONOMICS

Objective: To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

Course Outline

UNIT – I

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

UNIT – II

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

UNIT – III

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

UNIT – IV

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis ó concepts and its applications in business decisions, margin of safety, theories of firm ó Baumol, Williamson and Morris Model.

Recommended book(s)

JV Vaishampayan	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

LU 011 COMMUNICATIVE ENGLISH

Objective: The course is designed to meet the English conversational proficiency needs of individuals..

Course Outline

Unit – I

Practice of conversation covering every day activities, functional grammar ó Subject, Verb, Noun, Adjectives, Tenses, Sentences, Articles, Prepositions.

Unit – II

Vocabulary ó extend vocabulary, Phrases, Idioms, Improve reading skills ó sounds, stress intonation, rhythm voice quality, develop listening comprehension, develop soft skills ó interpersonal skills, ability to handle diverse roles, Role Play & body language.

Unit – III

Conference briefing, addressing seminar, group discussion, compeering, reading comprehension e.g. editorials, book reviews, articles, advertisements and fine prints, letter writing notices, invitations & resumes, report writing and presentation, function as mentors & be creative in organising programmes.

Unit – IV

Public speaking, presentation, mock interviews, picture reading, e-mailing. Reading - to analyze grammatical error, paragraph writing letter writing, précis writing, job application, resume (for content appraisal)

Learning Approach ó interactive learning process with emphasis on participation, evaluation and feedback.

Recommended Book(S)

Wren and Martin	:	English Grammar and Composition
John C. Maxwell, Jim Dornan	:	Becoming a person of Influence
Ken Blanchard	:	Empowerment Takes More than a Minute
Zig Ziglar	:	You Can Reach the Top
Hello English	:	Orient Longman
English is Easy	:	Orient Longman
Dale Carnegie	:	How to develop Self- Confidence & Influence People by Public Speaking

Speak English Audiocassettes & student's books ó Orient Longman

SEMESTER II**Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

Elective Papers – Credit (Two papers Supportive to the discipline of study)

MBA (FC) 021	WORKING CAPITAL MANAGEMENT
MBA (FC) 022	FINANCIAL DECISIONS & POLICY
MBA (FC) 023	INSURANCE AND RISK MANAGEMENT

Foundation Paper (Non-Credit Compulsory paper)

LU 021	FOREIGN LANGUAGE
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IMS 021 INTERNATIONAL BUSINESS**Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

Unit I - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

Unit II -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories ó stopler ó Samuelson theorem, International Product life Cycles. Investment Theories ó Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes ó Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

Unit IV - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

IMS 022 MANAGEMENT ACCOUNTING

Objective: To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

Course Outline**Unit I**

Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

Unit II

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

Unit III Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

Unit IV Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

Recommended book(s)

Management Accounting, by Atkinson, Pearson / PHI
 Management Accounting, by Sudhindra Bhat, Excel Books
 Management Accounting, by Sharma, Sashi K Gupta Kalyani

Cost Accounting, by Charles T Horngren, Pearson/PHI

IMS 023 FINANCIAL MANAGEMENT

Objective: The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

Course Outline

Unit I

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

Unit II

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

Unit III

Finance decision: Sources of funds short term, and long term source of capital, cost of capital: computation of cost of various sources of capital, weighted average of cost of capital. Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT & EPS Analysis.

Unit IV

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement, Inventory, cash and receivables management:

Recommended book(s)

Financial management, theory and practice, by Prasanna Chandra, TMH.

Financial management and policy, by J.C. Vanhorne, PTH.

Financial management, by M.Y. Khan and P.K. Jain, TMH.

Financial management, by I.M. Pandey, Vikas Publication.

IMS 024 COMPUTER APPLICATIONS AND MIS

Objective: To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

Course Outline

Unit – I

Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

Unit II

Types of Software, Computer Languages, Translators, Operating system ó Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes-Creating, Formatting and Presenting, Concepts of Database and Database Management System.

Unit III

Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

Unit IV

Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, Eócommerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

Recommended book(s)

Balaguruswamy, Introduction to Computers

B. Ram, Computer Fundamental

Ron Mansfield, Working in Microsoft Office

Greg Perry, Teach Yourself Office 97

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

Bentley Trevoi, Management Information Systems and Data Process

IMS 025 PRODUCTION & OPERATIONS MANAGEMENT

Objective: To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

Course Outline

Unit I

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

Unit II

Materials managements ó its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

Unit III

Productivity ó definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

Unit IV

Development of efficient work methods, work measurement ó concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

Recommended book(s)

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub
 Production & Operations Management, by Upendra Kachru, Excel Books.
 Operations Now, by Byron J Finch, Tata Mc Grawhill
 Operations Management, by Gaither & Fraizer, Thomson South Western.
 Theory and Problems in Production and Operations Management by S.N. Chary

RESEARCH METHODOLOGY

IMS026

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

Unit-I

Introduction to Research Methodology

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview
 Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

Unit-II

Research Design and Sampling Design

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design
 Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

Unit-III

Data Collection and Preparation

Methods of data collection, developing instruments used in data collection,
 Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

Unit-IV

Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report Writing: Objective, types, Format of a report, essentials of a good report.

Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication
 Business Research Methods, Cooper and Schindler, TMH Publication
 Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI
 Marketing Research-Text and cases, Nargundkar
 Research Methods, William and M.k. Trochim
 Research Methodology, R. Panneerselvam
 Business Research Methodology, Srivastava and Rego
 Complete Business Statistics, Amir D Aczel
 Statistics for Management, Levin & Rubin

MBA (FC) 021 WORKING CAPITAL MANAGEMENT

Objective: To acquaint the students with the issues in management of current assets and current liabilities for smooth operation of a business enterprise.

Course Outline

Unit I

Concept of Working Capital, Importance of working Capital, Kinds of Working Capital, factors Determining Working Capital, Estimating Working Capital Requirements; Management of Cash ó Motives for Holding cash and marketable securities; Cash System, Managing the Cash Flows, Types of Collection Systems, Cash concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows.

Unit II

Managing Corporate Liquidity and financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances, Receivable Management ó Determining the Appropriate receivable Policy, Marginal Analysis, Credit analysis.

Unit III

Inventory Management-kinds of Inventories, benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory control Models.

Unit IV

Short-term financing; Programming working Capital Management; Integrating working Capital and Capital Investment Processes; Monetary system; Money Market in India Banking system in India; the Restructuring Process; Working capital Control and Banking Policy in India, Instruments of the International Money market; Managing Short-term International transactions.

Recommended book(s)

Management of Working Capital In India, by Mishra, R.K.,
Financial Management, by Khan & Jain,
Financial Management, by Pandey, I.M.,
Financial Management and Policy, by James C. Vanhorne,

MBA (FC) 022 FINANCIAL DECISIONS & POLICY

Objective: The course is intended to provide exposure to the broad domain of investment in assets/ new products and determining the best mix of financing and dividend decisions.

Course Outline

Unit 1: Required Returns through integrated decisions

Goal and functions of finance, concepts in valuation, market risks and returns, principles of capital investment, risk and real options in capital budgeting, creating value through required returns

Unit II: Financing and dividend policies

Theory and practice of capital structure decisions, determinants of dividend policy

Unit III: Tools of financial analysis and control

Financial ratio analysis and financial planning

Unit IV: Long term financing, extension and contraction

Long term financing, lease financing, issue of securities, hybrid financing and management of financial risk, mergers & acquisition decisions, International financial management

Recommended book(s)

Financial Management & Policy, by James C. Van Horne
Contemporary Financial Management, by Moyer, McGuigan and Kretlow
Financial Management, by I.M. Pandey

MBA (FC) 023 INSURANCE AND RISK MANAGEMENT

Objectives

This course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in insurance and risk management.

UNIT I: Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods, Objectives of Risk Management, fundamentals of corporate risk management- risk management and shareholder's wealth, Risk Pooling and Insurance including Review of Probability Concepts

UNIT II: Institutions for Insurance and Reinsurance - Economic Rationale and requirements, Insurance Laws and Regulation, principles of insurance contract- documentation/underwriting and claims.

UNIT III: Insurance Pricing, Asymmetric Information / Moral Hazard / Adverse Selection, Marketing of insurance products- Co-insurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance Commercial Insurance: Transport, Marine, Catastrophe, Liability etc

UNIT IV: Pension Plans, Corporate Risk Management and Insurance, Actuarial Mathematics

RECOMMENDED BOOKS

1. Risk and insurance ó Denenberg, Eilers, Melone and Zelton.
2. Introduction to insurance ó Dorfman.
3. Property and liability insurance ó Huebner, Black and Cline.
4. Insurance principles and practices ó Riegel, Miller and Williams.
5. Life insurance ó Black and Skipper.

SEMESTER III**Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 031 STRATEGIC MANAGEMENT - I

IMS 032 BUSINESS LAWS

Elective Papers – Credit (Total No. of elective papers in a semester will be five)**A. (3-5 Papers Supportive to the discipline of study)**

MBA (FC) 031 STRATEGIC MANAGEMENT ACCOUNTING

MBA (FC) 032 FINANCIAL SYSTEMS

MBA (FC) 033 BANKING OPERATIONS MANAGEMENT

MBA (FC) 034 CORPORATE TAX PLANNING

MBA (FC) 035 PROJECT APPRAISAL & MANAGEMENT

MBA (FC) 036 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

B. For Expanded range of study up to two paper of any stream of specialization available in the same semester of any of the IMS-MBA programs**Foundation Paper**

LU 031 FOREIGN LANGUAGE (Non Credit) Compulsory Paper

LU 032 SUMMER INTERNSHIP REPORT 6 (CREDIT) COMPULSORY

IMS 031 STRATEGIC MANAGEMENT – I**Objective:** To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.**Course Outline****Unit I:**

Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

Unit II:

Environmental Appraisal: Environmental Scanning, Appraising the Environment; **Organizational Appraisal:** Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

Unit III:

Company level strategies: Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; **Business Level strategy:** Business-level, Generic Business & Tactics for Business Strategies.

Unit IV:

Strategic Analysis and Choice: Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice. Routes to Competitive advantage*

Recommended book(s)

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH

Strategic Management 6 An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones 6 Biztantra

Business Policy, by AzharKazmi

IMS 032 BUSINESS LAW**Objective:** To familiarize the student with legal aspects of conducting business.**Course Outline****Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

Unit IIThe Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

Unit IIIIndian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

Unit IVThe Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

Recommended book(s)

Elements of Mercantile Law, by N D Kapoor, Sultan Chand
 Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL
 Business Law, by M C Kuchhal -Vikas

MBA (FC) 031: Strategic Management Accounting

Objective: To equip the students with the Strategies knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

Course Outline

Unit I

Strategic Management accounting: Concepts, functions and scope, Strategic Management Accounting Techniques , Activity based costing and management-Factors, activity based cost system, Determining the cost drivers for each activity, cost driver analysis ,assigning cost of activities , outgrowth of A, Implementing an ABC.

Unit II

Strategic cost management; Introduction, basic concepts, strategic options, value system analysis, value chain analysis, activity analysis, cost drivers analysis, analysis of vertical linkages, Uniform costing and inter-firm comparison, Evaluation of divisional performance and transfer pricing, variances and their interpretation

Unit III

Relevant costing and tactical decisions: differential opportunity and relevant cost, make or buy, joint products: decision to sell or process further, decision to accept or reject, special order, decision to continue or abandon a project, Evaluation of capital expenditure proposals and risk management, product planning.

Unit IV

Emerging issues in management accounting: life cycle costing, target costing, value chain analysis, JIT, balanced score card, benchmarking; value analysis and cost reduction; cost benefit analysis; international issues in management accounting

Recommended book(s)

Management Accounting, by Atkinson, Pearson / PHI
 Management Accounting, by Sudhindra Bhat, Excel Books
 Management Accounting, by Sharma, Sashi K Gupta Kalyani
 Cost Accounting, by Charles T Horngren, Pearson/PHI

MBA (FC) 032 FINANCIAL SYSTEMS

Objective: The aim of the course is to enable the students to understand the structure and systems of Financial Markets and financial institutions.

Course Outline

Unit I : Financial Systems & Money Market

Definition, Significance and its relationship with economic development. An overview of the Indian Financial Systems. The constituents of a Financial System Markets, Financial Market as a part of Financial System. Its various components e.g. Call Money, treasury bill, commercial bill, commercial paper, financial guarantee, discount market etc. present position of Indian Money Market.

Unit II : Capital Market

Concept, characteristics and functions. The primary (New Issue market) and the secondary market. Instruments of Capital Market, Capital market institutions ó The stock exchange, its organisation, functions and control, capital market in India, SEBI, OTCEI and N.S.E & B.S.E.

Unit III : Banking Institutions

The RBI, Commercial banks function and present position; problems of capital adequacy, risk management in banks ó BASEL norms & other commercial banking reforms.

Unit IV : Non Banking Financial Intermediaries

Investment institutions like ó LIC, GIC, Mutual Funds and other non-banking financial intermediaries -ótheir objectives, functions, organisation and present position, international financial institutions.

Recommended Book(S)

Financial Markets and Institutions, by Bhole, M.K.,
 Indian Financial Systems, by Khan, M.Y.,
 Management of Indian Financial Institutions, by Srivastava, R.M.,
 Corporation Finance, by Kuchal, S.C.,
 Industrial Finance, by Khan, M.Y.,
 Development Banking, by Desai, V.,
 The Industrial Economy of India, by Kuchhal, S.C.,

MBA (FC) 033 BANKING OPERATIONS MANAGEMENT

Objective: To enable the students to get acquainted with banking procedures and operations necessary for running business enterprise.

Course Outline

UNIT - I

Evolution of Banking. Bank nationalisation: Justification and Impact. Banker - Customer Relationship : Definition and Meaning of öBankerö and öCustomerö- Permitted activities of Commercial Banks in India - General and Special Features of their relationship, their rights and duties. **Credit creation** by commercial banks.

UNIT - II

Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Employment of funds by Commercial Banks, Types of securities, mode of creating charge, Bank guarantees,

UNIT - III

Banking Instruments : Definitions of Negotiable Instruments [NI] - Different Types of NIs and Other Instruments - Parties to NIs - Crossing - Endorsements - Payment and Collection of Cheques - Forged Instruments - Bouncing of Cheques and their implications - Regulatory Environment for commercial bank in Indian core banking, *Customers' passbook – nature and importance.*

UNIT - IV

Banking ancillary services, Ombudsman and Customer Services - Fraud Detection and Control, Asset ó liability management in commercial Banks, Basel norms.

Recommended Book(s):

Banking Law & Practice, by P.N. Varshney.
Banking Operations Management by Bimal Jaiswal
Banking Theory & Practice by M.L.Jhinghan
Practice & Law of Banking, by H.R. Suneja.
Practice & Law of Banking, by H.C. Agrawal.
Commercial Banking Vol. I & II, by Indian Institute of Bankers.

MBA (FC) 034 Corporate Tax Planning

Unit I:

1. Basic concepts of income tax
2. Tax evasion and tax avoidance; tax planning and tax management
3. Residential status of a company and incidence of taxation
4. Corporate tax liability- computation of income under various of heads of income

Unit II

1. Set off and carry forward of corporate losses
2. Scope of tax planning for setting of new business
3. Location of business undertaking
4. Nature and size of business
5. Form of business and ownership pattern
6. Employee remuneration

Unit III

1. Tax considerations in specific financial and managerial decisions
2. Lease or own decision
3. Make or buy decision
4. Repair/renewal or replacement of an asset
5. Capital structure decision
6. Dividend policy and tax considerations

Unit IV

1. Double taxation relief
2. Tax provisions regulating transfer pricing
3. Tax planning relating to amalgamation and merger of companies
4. Tax planning with reference to sale of scientific research assets

Books Recommended:

1. Corporate tax planning and business tax procedures by Dr. Vinod k. Singhanian, Taxmann
2. Corporate tax planning and management by Dr. Girish Ahuja and Dr. Ravi Gupta, Bharat Law House.

MBA (FC) 035 PROJECT APPRAISAL & MANAGEMENT

Objective: To equip the students with understanding of project formulation, evaluation and implementation with practical prospective.

Course Outline

Unit I : Basic Concept

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

Unit II : Project Formulation

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting technical factors ó Material Inputs, technology, production, plant capacity, location and site, civil works, charts layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Project Appraisal Criteria

Payback period, ARR, NPVI, IRR and social cost-benefit analysis, and risk analysis.

Unit III : Process of Project Appraisal

Technical, economic, financial, legal and social appraisal of the industrial projects, problems arising due to rate of discount, wage-rates, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit IV : Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

Recommended Book(S)

Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation
P.K. Matto, Project Formulation in Developing Countries
Chitale, Project Viability in Inflationary Condition
Dass Gupta & Sen, Guidelines for Project Evaluation
Cleland and Kind, System Analysis and Project Management
Nagendra P. Singh, Emerging Trends in Entrepreneurship Development
D.K. Jain, Project Planning and Appraisal in Planned Economy
M. Mohsin, Project Planning and Control

MBA (FC) 036 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Objective

To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.

Course Outline

Unit I :

Nature and scope of investment decision, Investment & speculation, type of investment, investment opportunities, investment in securities & other instruments, Risk & Return, Trade off; **Investment Environment**
Investment Environment, Investment process, Investment media, Procedure of investment in securities market, Stock Market Indices

Unit II :

Equity Analysis & Valuation: General valuation framework, Time value of money, discounting & compounding, valuation of equity & preference shares different models, equity analysis, Risk and Return (mean variance criterion, Single Index Model), Fundamental Analysis, Efficient Market Hypothesis & its implications to investors. **Bond Analysis** Bonds: Characteristics, valuation, risk & return, Bond Price & interest rate relationship, bond theorems, Bond duration and immunization

Unit III :

Portfolio Management: Nature and Scope, Traditional Vs Modern Portfolio Management, Portfolio Risk and Return & Diversification & Portfolio Risk, Mean Variance Criterion and Single Index Model. **Portfolio Construction:** Markowitz Theory, Portfolio Analysis & Construction- Feasible set and the efficient set of Markowitz drawing the efficient set with two securities, three securities, n securities, effect of risk free lending & borrowing, optimum portfolio for an investor, construction of optimum portfolio under single index model, EGP model

Unit IV :

Pricing of capital Assets: Capital Market Theory, CAPM model- capital market line, security market line. Multi factor model, Arbitrage pricing theory. **Portfolio Revision & Performance Valuation:** Need for revision of portfolio, formula plans, portfolio performance evaluation, risk adjusted measures of portfolio performance evaluations, Fama's performance attribution model, managed portfolio & its performance evaluation

Recommended Book(S)

SEMESTER IV**Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 041	STRATEGIC MANAGEMENT - II
IMS 042	ORGANIZATIONAL EFFECTIVENESS & CHANGE

Elective Papers – Credit

A. 2-4 Papers Supportive to the discipline of study

MBA (FC) 041	FINANCIAL DERIVATIVES
MBA (FC) 042	INTERNATIONAL FINANCIAL MANAGEMENT
MBA (FC) 043	MANAGEMENT CONTROL SYSTEMS
MBA (FC) 044	MANAGEMENT OF FINANCIAL INSTITUTIONS
MBA (FC) 045	MERCHANT BANKING & FINANCIAL SERVICES
MBA (FC) 046	INTERNATIONAL ACCOUNTING

B. **For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs**

Foundation Paper

LU 041	RESEARCH PROJECT/BUSINESS PLAN (Credit and Compulsory)
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IMS 041 STRATEGIC MANAGEMENT – II **Objective:** To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

Course Outline**Unit I:**

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of Strategic Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

Unit II:

Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.

Functional /Operational Implementation: An overview of: Functional Strategies.

Unit III:

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

Tailoring Strategy to Fit Specific Industry and Company Situations:

Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.

Unit IV:

Mergers and Acquisitions: *Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.*; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

Recommended book(s)

1. Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
2. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
3. Strategic Management by Azhar Kazmi, Tata McGraw Hill
4. Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE

Objective: To understand the facilitative forces for organisational effectiveness and management of change.

Course Outline

Unit I Understanding Organizational Effectiveness and Change. Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

Unit II Organizational Learning and Learning Organizations: Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

Unit III Interpersonal Relationships: Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

Unit IV Organizational Culture and Climate. Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

Recommended book(s):

Organizational Behaviour, by Stephen P. Robbins
Organizational Effectiveness and Change, by Cummins (South Western Thompson)
Management of Organizational Change, by Hari Gopal
Change Management, by Neelkant Ramnarayan

MBA (FC) 041 FINANCIAL DERIVATIVES

Objective: To provide understanding of various derivatives instruments and their respective markets.

Course outline:

UNIT I : INTRODUCTION

Meaning and definition of derivatives, characteristics of derivatives, forward contracts, meaning and problems in forward contracting future contract, mechanism and participants in future market.

UNIT II: OPTION TRADING

Meaning, definition and features of options contract, distinction between futures and options, important terms, advantages and disadvantages of options. Factor affecting the pricing of options, call and put options, trading strategies involving options.

UNIT III : OTHER DERIVATIVES

Credit derivatives, SWAPS, uses of derivatives, types of margins, risk associated with derivatives, risk management through derivatives, Black and Scholes option pricing model- assumptions of the model and valuation of put options with the model

UNIT IV : STOCK INDEX FUTURES

Features of stock Index Futures and its uses, reasons for its popularity, Derivatives Market in India, Criteria for derivatives Trading, types of traders

Recommended Book(S)

MBA (FC) 042 INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To give insights relating to financial management applications in the realm of international business with special reference to international financial markets systems & operations of MNCs

Course Outline

Unit I : International Financial Environment

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages.

Unit II : Foreign Trade Financing & Foreign Exchange Risk Management

Payment terms in international trade ,Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade ,Export Financing & Credit insurance , Counter trade , Foreign exchange risk Management with special reference to Financial Management .

Unit III : International Financial Market & International Financing

Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g IMF, World Bank & Asian development bank . Short term Financing-objectives, Options & strategy, Special financing vehicles -International leasing, Interest rate & Currency swaps . LDC - Debt equity swaps the GDRs Foreign Direct Investment . International Currency Asset Management - International Cash , Accounts Receivable & Inventory Management , Inter Company fund flow mechanism .

Unit IV : Foreign Investment Analysis

Corporate Strategy and FDI , Designing a global expansion strategy , Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis , foreign project appraisal, political risk analysis & its Management . Cost of capital for foreign Investments .

Recommended book(s)

Varn Horn, Financial Management & Policy, PHI)
Wod d Bryne J, International Business Finance, Mc Millan
Rita m Rodrigues, International Financial Management, PHI
Zeneoff D & Zwick J, International Financial Management, PHI
Shapiro A.C., International Financial Management, PHI

MBA (FC) 043 MANAGEMENT CONTROL SYSTEMS

Objective: To provide in- depth knowledge to the students regarding financial planning and management control systems particularly in a large organisation.

Course outline

Unit I : Control System

Concept, nature,scope and significance of Financial Planning and control. General concept of control, organisational, operational and management control, characteristics of management control system. Designing of management control system.

Unit II : Control Structure

Responsibility accounting and management control. The concept of responsibility centres ó their organisation structure, types and performance evaluations.

The expense centre ó its concept, controllability of expense, responsibility reporting. The profit centre ó its role in an organisation, evaluation of its performance, Profit centre as a motivation tool. The investment centre-measuring the performance, the investment base and its measurement. Key variables as indicators of control.

Unit III : Management Control in Decentralised Organisation

Evaluating division/segment performance, the problems of transfer pricing, methods of transfer pricing, transfer pricing practices, decentralisation and performance evaluation. Inter-divisional pricing, compensation for divisional performance. Perspective Planning.

Unit IV : The Process of Control

Programming and budgeting, budget classification & preparation of budgets. Performance budgeting, Flexible Budgeting and zero base budgeting. Analysis and reporting of budgetary information. Performance evaluation, designing Performance and Evaluation report.

Recommended book(s)

P. Anthony & Govind Rajan, Financial Planning and Control Systems.
Lynch and Williamson, Accounting for Management Planning and Control
Horrigrane, Charles T., Management Accounting
Welsch, et. Al., Budgeting Profit Planning Control
Anythony & Govind Rajan, Management Control Systems Text & Cases
Subhash Sharma, Management Control Systems
Ronald W Hilton, Managerial Accounting

MBA (FC) 044 MANAGEMENT OF FINANCIAL INSTITUTIONS

Objective: To provide in- depth understanding of nature and functions of various financial markets, institutions and instruments.

Course Outline

Unit I : Management of Apex- Level Financial Institution

Concept of Apex-Level Institutions, its objectives. Organisation & functions, resource mobilisation Co-ordinational & supervisory role, Financing of other financial Institutions, Direct Financing, *Asset-Liability management in Commercial Banks*. Miscellaneous problems.

Unit II : Management of Commercial Banks

Objectives, Functions & Organisational setup , Management of deposits, Mobilisation of Funds, Management of cash position & liquidity, Nature & functions of primary & secondary reserves, Considerations influencing reserves , Management of loan, advance & other investments Management of income, Prudential norms.

Unit III : Management of Non-Banking Financial Institutions and Mutual Funds

Concept, Objectives, Nature, Function & Promotional role of NBFI, Management of funds, Changing role of NBFI in present environment, Policies & practices regarding mobilisation & management of funds in NBFCs their performance. Types & functions of Mutual funds, their legal & accounting aspects, SEBI & mutual funds, Investment & marketing Strategies of mutual funds, performance review of mutual funds currently in India

Unit IV : Insurance

Concept, nature and types of policies. Advantages. Actuarial considerations (probability). Social aspect. Impact on Economy. Current scenario and contemporary problems.

Recommended book(s)

MBA (FC) 045 MERCHANT BANKING & FINANCIAL SERVICES

Objective: To develop understanding of various financial services for managing long-term and short-term assets and liabilities.

Course outline

Unit I : Merchant Banking and Venture Capital

The concept of Merchant Banking Services in India: Rules Regulation's and categorization . The lead manager and its functions management of capital issues. Fixed Deposits and debenture issue. International finance underwriting, Venture capital; the concept and characteristics, process and problems of venture capital financing, growth of venture capital services in India.

Unit II : Leasing and Consumer Finance

Leasing concept - types, legal tax and accounting aspects. Financial evaluation of lease structuring, Qualitative factors in lease decisions. Lease agreements, import and cross border leasing. Hire Purchase agreement ó Types, difference between hire purchase and lease. Flat and effective rates of interest.

Unit III : Other Financial Services

Credit Rating ó Concept and types, functions of credit rating agencies, credit rating of Debt and other securities. Credit rating agencies in India - their rating scale and rating process. Factoring ó The concept and characteristics, Types of factoring, legal and financial aspects, factoring in India. Factoring and Bill rediscounting, Forfating.

Unit IV : Marketing of Financial Services

Concept, Nature, significance, types and environment. Marketing environment, financial services, Marketing Vs. Consumer and Industrial Goods Marketing, Planning, organising and analysis of Financial services marketing.

Recommended Book(S)

J.C. Verma, Merchant Banking
P. Chandra, Financial Management
J. Vanhorne, Financial Management & Policy

MBA (FC) 046 INTERNATIONAL ACCOUNTING

Objective: To acquaint the students with the accounting needs of companies having international business exposure for meaningful measurement, reporting and interpretation of financial statements.

Course outline

UNIT I International dimensions of accounting ó conceptual development and comparative development patterns;

UNIT II Currency transactions; Managing international information systems; International perspective on inflation accounting;

UNIT III Financial reporting and Disclosure; Analysing foreign financial statements; Financial management of multinational entities;

UNIT IV Transfer pricing and international accounting ó International standards and multinational corporations.

Recommended Book(S)

Arpon, Jeffrey S & Radebaugh, Lee H., International Accounting and Multinational Enterprises, New York, John Wiley, 1985

Choi, Frederick D S and Mueller Gerhard G., International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984

Evans, Thomas G., International Accounting & Reporting. London, MacMillan, 1985

Prodhan, Bimal, Multinational Accounting. London, Croom-Helm, 1986

Rathore, Shirin, International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996