

**MBA (FINANCIAL MANAGEMENT)*
ACADEMIC SESSION 2018 – 20**

**DEPARTMENT OF BUSINESS FINANCE AND ECONOMICS
FACULTY OF COMMERCE & MANAGEMENT STUDIES,
JAI NARAIN VYAS UNIVERSITY, JODHPUR**

**JAI NARAIN VYAS UNIVERSITY
JODHPUR**

The 'Department of Business Finance & Economics' came into existence on 3rd February 1990 as a result of restructuring of the then 'Faculty of Commerce' into four teaching departments, namely (1) Department of Accounting, (2) Department of Business Administration, (3) Department of Business Finance and Economics, and (4) Department of Management Studies. Since then the Department of Business Finance & Economics has grown both academically and professionally. We have had a long journey of two decades taking the department to greater heights over the years. The Department offers M.Com, M.F.C, B.Com. (Hons.), P.G.Diplomas in I.B.F., B.I.O.M., C.M.F and S.A.P.M, M.Phil, Ph.D & D.Litt in Business Finance & Economics. At the undergraduate level, the Department offers B.Com and BBA Degree courses in combination with sisters departments. Four separate Post Graduate Diploma Courses, namely, PG Diploma in International Business Finance, P.G.Diploma in Banking Insurance Organisation and Management, P.G.Diploma in Corporate Managerial Finance and P.G. Diploma in Security Analysis and Portfolio Management have been running successfully on self-financing basis. Both the diplomas have proved quite useful as professional job oriented courses for past 20 years. Apart from the other post-graduate and research courses, M.Com & M.B.A. Financial Management are most exalted two year full time post-graduate programmes in business finance & Economics. These courses provides an extreme and rigorous base for teaching, research and allied business finance & economics. These programmes are well received in the industry and for years had been serving the needs of managerial cadre in Indian and abroad. These courses serve the needs of academics and prepare students for research and teaching. The Alumni of these courses are well placed in business, academics and administration in the country as well as abroad. The Department of Business Finance & Economics is headed by Professor Raman Kumar Dave with rich teaching experience of over 36 years. The department is supported by Six Professor and five Associate Professor and three Assistant Professors. Our teaching faculties are widely acknowledged as leaders in research in varied business streams. They actively contribute in professional organizations and serve on influential editorial boards. The faculty members have authored various books, produce academic papers, and written an array of articles for general business publications. The research and consultancy are translated into a classroom experience that is theoretically grounded, evidence-based, practical and forward looking. The teaching team comprises of:

TEACHING STAFF OF THE DEPARTMENT

Sr.	Name of Teacher	Designation
1.	Dr.Raman Kumar Dave	Professor & Head
2.	Dr.Mahendra Singh Rathore (on leave)	Professor
3.	Dr.Narendra Kothari	Professor
4.	Dr. Ram Singh Meena	Professor
5.	Dr. Sunil Mehta	Professor
6.	Dr. D.S. Kheechee	Professor
7.	Dr. (Mrs.) Jatan Kanwar Jain	Associate Professor
8.	Dr.Mahendra Kumar	Associate Professor
9.	Dr.Navneeta Singh	Associate Professor
10.	Dr.Krishn Awatar Goyal	Associate Professor
11.	Dr.(Mrs.)Anju Agarwal	Assistant Professor
12.	Dr.Kshitiz Maharshi	Assistant Professor
13.	Dr.Rajendra Prasad Meena	Assistant Professor

VISION

To be recognized as knowledge hub of business finance education and research creating socially responsible citizens.

MISSION

To develop future business leaders and professionals from a cross-functional, cross-cultural perspective with the consciousness, knowledge, and practical skills to assume responsible positions in organizations, and develop them into well-rounded managers to be successful in dynamic, ever changing business environment.

OBJECTIVES

- *To offer academic and research programmes in business and allied disciplines.*
- *To offer educational programmes at different levels in the field of business education.*
- *To provide opportunity to students to acquire skills for improving employability and entrepreneurial abilities.*
- *To undertake consultancy, research and extension activities with a focus on sustainable development.*

*** As per UGC D.O. No. F.5-1/2014 (CPP-II) dated 11th July, 2014 and The Gazette of India Notification Number 27 dated July 5 – July 11, 2014 (Asadha 14, 1936) we have changed the nomenclature and Scheme of MFC to MBA Financial Management.**

COURSES FOR STUDIES

The department offers following programmes of teaching:

- Bachelor of Commerce (B.Com.) – In combination with other department of the faculty.
- Bachelor of Commerce – B.Com. (Honours) Business Finance & Economics
- Bachelor of Business Administration (BBA) – In combination with other department of the faculty.
- Master of Commerce (M.Com.) – Business Finance & Economics
- MBA (Financial Management)
- POST-GRADUATE DIPLOMA IN BANKING INSURANCE ORGANISATION AND MANAGEMENT
- POST-GRADUATE DIPLOMA IN CORPORATE MANAGERIAL FINANCE
- POST-GRADUATE DIPLOMA IN INTERNATIONAL BUSINESS AND FINANCE
- POST-GRADUATE DIPLOMA IN SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

RESEARCH PROGRAM

The department provides facilities for full time M.Phil / Ph.D. / D.Lit. programmes in Business Finance & Economics. The research programs in the department promote innovation; focus on activities that can make a difference to problems that matter to industry & society. These research program continue to attract researchers of excellent caliber.

NEW INITIATIVES AND FUTURE VISION

Department plans to organize Management Development Programmes, Quality improvement in Business Education, Faculty Development Programmes, Quality improvement in teaching, Student-industry Partnership activities.

At the department, changes are occurring in the form of revised course curriculum, increased industry interaction; focus on business research, leadership applications, student-alumni interaction and career building. Recently the Department is launching new Course MBA Financial Management as per UGC Gazette Notification 5-11 July 2014.

Objective:

The business scenario is ever changing in terms of practice and knowledge generation and these have a tremendous impact on management education worldwide. The objective of this course is therefore to provide a thorough knowledge and impart relevant skills in the broad areas of Financial Management particularly to develop appreciation of the interface between finance on the one side and other areas like Economics, Management, International Finance, Capital Market and e-Commerce. To make familiar with nature and scope of financial management

Eligibility for Admission:

Post graduates or graduates of a recognized University from any discipline having minimum 50% marks in aggregate in either of the degrees are eligible for admission.

Admission Procedure:

Admission will be based strictly on Merit. The HOD may decide to conduct entrance Test comprising of written examination, G.D. and P.I. if number of applicants is very high.

Nature of the Program:

The post graduate program of 'MBA (Financial Management)' will be of two years duration comprising of four semesters. It will be a full-time and Regular Self-financing post graduate program of the University. There shall be separate courses of studies for each semester and there shall be separate examinations for each semester. The courses of studies and examination in relation thereto shall comprise of theory papers, seminar, viva-voce and Research Report as indicated in the Scheme of Examination.

Medium of Instruction:

The language medium of instructions and examination in each course shall be English only.

Career Prospects:

The programme 'MBA (Financial Management) would provide challenging career opportunities in the area of Corporate

Finance, Merchant Banking, Financial Institutions, Insurance Companies, Stock Exchanges and other Corporate Organisations.

Course Fee:

The course fee for the entire post graduate program shall be Rs 80,000/- which will have to be paid by demand draft in two installments of Rs. 40,000/- each at the time of admission in Previous and Final year. Besides, faculty and examination fees will have to be deposited separately as per University Rules. No refund of fee is admissible

Intake:

The program will have maximum intake of 60 students. This will include reserved seats as per University rules, provided they qualify the eligibility.

Attendance and other Rules:

In order to be eligible to take examination each candidate shall have to fulfill minimum attendance requirement, rules and regulations prescribed by the University from time to time. Candidates shall not be allowed to seek part-time or full-time employment during the tenure of two years of the program.

Minimum Pass Marks:

The minimum pass marks in respect of each examination shall be 40% in individual paper and 50% marks in the aggregate in respect of all the examinations in a relevant semester. Grace marks will be awarded as per University Rules.

Award of Division:

The division shall be awarded to a candidate on the basis of marks of all the examinations in respect of all the semesters on the following basis:

<i>Division:</i>	<i>Percentage of marks:</i>
First with Honors	70 and above
First	60 and above but less than 70
Second	50 and above but less than 60

Deficiency:

If a candidate fails in one or two examinations he or she will be permitted to make up the deficiency. Such candidates will be promoted to the next semester and may be permitted to make up the deficiency at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. Further, a candidate appearing at an examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies. In such eventuality the course of study soon before the deletion shall be deemed to be relevant. However, the department shall have no responsibility of organizing and imparting teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing the deficiency and passed shall be awarded the actual marks obtained. But, in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured by them at the subsequent examination. *However, students are advised to be hardworking and sincere so as to avoid any such deficiency.*

Award of the Post graduate Degree:

After the fourth semester examinations are over and the results are declared, the degree of 'MBA (Financial Management)' will be awarded when a candidate passes all the examinations in respect of all the four semesters including those papers for which deficiency, if any, is to be made up.

Teaching Methods:

A combination of different teaching methods such as Lectures; Case Discussions; Seminars; Presentations, Individual and Group Exercises and Assignments etc will be used.

Teaching Faculties:

Faculty will be drawn from within the Jai Narain Vyas University of Jodhpur and outside subject to availability considering nature of the subject and availability of resources as the case may be. In addition, an attempt will be made to draw Professionals from Business, Industry to share their experience with Participants.

Structure, Teaching and Examination Scheme:

The MBA (Financial Management) is divided into two parts as under. Each Part will consist of two semesters.

		Semester	Semester
Part – I	First Year	Semester I	Semester II
Part – II	Second Year	Semester III	Semester IV

There shall be six theory papers / courses for written examination plus a seminar/training report and viva-voce of 50 marks each for every semester. Thus, each semester shall be of 400 marks (50 × 8). The written examination for the theory papers shall be of 3 hours duration for each paper. *The Examination Question Papers shall contain eight questions of Ten marks each and the candidates shall be required to answer any Five question of them.* Also, candidates will be required to submit a written research report in the IV Semester (Course No. 407). For the purpose, they will be required to undergo a four- week summer training to be received in a chosen business organization and the report thereof will be teacher- supervised which will be evaluated by the Head of the Department and the concerned supervisor in each case. Students shall be required to go for such training immediately after the examinations of second Semester are over. Seminar on contemporary issues to be presented by every student in each semester shall be conducted and evaluated by a teacher of the department nominated by Head of the department for the purpose. For conduct of Viva-voce, there shall be two examiners - one internal and one external. Revaluation of Examination Answer books shall be allowed as per University Rules. The details are as follows:

Semester I

S.No.	COURSE CODE	COURSE	LECTURE/ WEEK	MAXIMU M MARKS
1	MBAFM-101	Organizational Behaviour	6	50
2	MBAFM-102	Financial Management	6	50
3	MBAFM ⁻¹⁰³	Marketing Management	6	50
4	MBAFM -104	Accounting for Managers	6	50
5	MBAFM-105	Managerial Economics	6	50
6	MBAFM-106	Principles of Management	6	50
7	MBAFM-107	Seminar on Contemporary Issues	-	50
8	MBAFM-108	Viva - Voce	-	50
TOTAL			36	400

Semester II

S.No.	COURSE CODE	COURSE	LECTURE/ WEEK	MAXIMU M MARKS
1	MBAFM ⁻²⁰¹	Research Methodology	6	50
2	MBAFM-202	Business Communication	6	50
3	MBAFM ⁻²⁰³	Production and Operations Management	6	50
4	MBAFM -204	Investment management	6	50
5	MBAFM-205	Strategic Management	6	50
6	MBAFM-206	Quantitative Techniques	6	50

S.No.	COURSE CODE	COURSE	LECTURE/ WEEK	MAXIMU M MARKS
7	MBAFM-207	Seminar on Contemporary Issues	-	50
8	MBAFM-208	Viva – Voce	-	50
TOTAL			36	400

Semester III

S.No.	COURSE CODE	COURSE	LECTURE/ WEEK	MAXIMU M MARKS
1	MBAFM-301	Management of Financial Institution and Services	6	50
2	MBAFM-302	Human Resource Management	6	50
3	MBAFM-303	Corporate Legal Framework	6	50
4	MBAFM-304	Commercial Bank Management	6	50
5	MBAFM-305	E-Commerce	6	50
6	MBAFM-306	Business Environment	6	50
7	MBAFM-307	Seminar on Contemporary Issues	-	50
8	MBAFM-308	Viva – Voce	-	50
TOTAL			36	400

Semester IV

S.No.	COURSE CODE	COURSE	LECTURE/ WEEK	MAXIMU M MARKS
1	MBAFM-401	Portfolio Management	6	50
2	MBAFM-402	International Financial Management	6	50
3	MBAFM-403	Foreign Exchange Management	6	50
4	MBAFM-404	Entrepreneurship and Small Business	6	50
5	MBAFM-405	Financial Derivatives and Risk Management	6	50
6	MBAFM-406	Merchant Banking	6	50
7	MBAFM-407	Major Research Project	-	50
8	MBAFM-408	Viva – Voce	-	50
TOTAL			36	400

Detailed Syllabus

SEMESTER I

MBAFM-101: ORGANIZATIONAL BEHAVIOUR

The objectives of this paper are to familiarize the student with basic management concepts and behavioral processes in the organization.

Course Contents:

Introduction: Concept, Nature of Organizational Behavior, Need on Integrated Approach to Study Behaviour, Significance of Organizational Behavior for Managers.

Perception, Learning and Attitude: Perception: Meaning, Definition, Significance of Perception for Understanding Human Behaviour. Learning: Nature, Types of Learning, Principles of Learning, Factors in Human Learning. Attitude: Meaning and Concept of Attitude, Significance of Attitude for Understanding Human Behaviour.

Motivation, Personality and Communication: Motivation: Motivation and Goal Directed Nature of Human Behavior, Concept of Motivation, Importance of Motivation, Theories of Motivation. Personality: Concept, Factors influencing Personality, Theory of Personality.

Communication: Process, Barriers, How to Make Communication Effective. Social Behavior: Definition, Properties of a Group, Group & Human Behavior and Why People Join Groups, Types of Groups, Group Cohesiveness. Influencing Human Behavior: Techniques of Influence, Power & Politics, Leadership as an Influence Process, Organizational Change and Organizational Effectiveness

Suggested Readings:

Koontz, Hand, Wechrich, H, Management, Tata McGraw Hill. Luthans. F., Organizational Behavior, Tata McGrawHill.

Robbins, S P., Organizational Behavior, Prentice Hall of India.

Singh, Dalip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.

Staw, R M. Psychological Dimensions of Organizational Behavior, Prentice Hall Inc.

Stoner, J, etc., Management, Prentice Hall of India.

K. Aswathappa, Organizational Behaviour, Himalaya Publishing House

MBAFM 102: FINANCIAL MANAGEMENT

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

Course Contents:

Financial Management: Meaning, nature and scope of finance, Importance and Limitation, Financial goal: Profit vs. Wealth maximization; finance functions- investment, financing and dividend decisions, Organization of Finance Function. Financial Planning: Meaning, Definition, Contents, Types, process, estimating Financial requirement, Factors affecting Financial planning, Characteristic of sound financial plan, Significance, Limitation.

Capital Budgeting: Meaning, Definition, importance, types, process, Investment evaluation criteria: Net present value, Internal rate of return, Profitability index, Payback period, Accounting rate of return, NPV an IRR comparison. Capital rationing, Risk analysis in capital budgeting.

Capital Structure: Meaning and Definition, Pattern, point of indifference, Factor affecting Capital structure, optimum capital structure, Trading on equity, Capital Gearing, Theories of capital structure: Net Income, Net Operating Income, Modigliani- Miller, Traditional Theory. Cost of Capital :Meaning, Definition, Approach and significance, characteristics, calculation of cost of debts; preference capital, equity capital, cost of depreciation fund, and retained earnings, Combined Cost of capital (weighted).

Operating and Financial Leverage : Concept of leverage, characteristic of operating and financial leverage, Measurement of operating and finance leverages, Effect of operating and financial leverage on profit Analysis, financial break-even point, Combined leverage.

Dividend: Meaning, Forms of dividend, sound dividend policy: Factor affecting Dividend policy, Meaning, Sound Dividend Policy, Factors effecting Dividend policy, Dividend decisions, Walter's model, Gordon's model.

Suggested Readings:

V.K.Bhalla: Financial Management, S.Chand, New Delhi

I.M.Pandey: Essential of Financial Management, S.Chand, New Delhi Girish P.Jakhotiya: Strategic Financial Management, S.Chand, New Delhi Bhavesh Patel: Fundamental of Financial Management, S.Chand, New Delhi

Agarwal, Agarwal, Kothari: Financial Management,(Hindi & English) RBD Publication, Jaipur. Khan M.Y and Jain P.K.: Financial Management. TataMcGraw hill, New Delhi Pandey I.M: Financial Management. Vikas Publishing house, New Delhi

Prasanna Chandra: Financial Management - Theory and Practice. TataMcGraw hill, New Delhi Bierman, H. And Smidt, S.: The Capital Budgeting Decisions. Harcourt collage publisher, Singapore. Van Horne, J.C.: Financial Management and Policy. Prentice hall, New Delhi

Kuchhal, S.C.: Financial Planning – An Analytical Approach. Chaitanya Publishing House, Michgun.

Ravi M. Kishore: Financial Management. Taxman Publisher, New Delhi

Sharma R.: Financial Management, LNAE, Publisher, Agra

MBAFM -103: MARKETING MANAGEMENT

The objective of this course is to enable students understand of the conceptual framework of marketing and its application in decision making under various environmental constraints.

Course Contents:

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution, Marketing mix; Strategic Marketing Planning-an overview Market Analysis and Selection : Marketing environment macro and micro components and their impact on marketing decisions.; Market segmentation and positioning; buyer behavior, Consumer verses organizational buyers ; Consumer decision-making process

Product Decisions: concepts of a Product; Classification of Products, Major Product decisions. Product line and Product mix Branding, Packaging and labeling, Product life-cycle. Strategic implications, New product development and consumer adoption process Distribution Channels and Physical distribution Decision : Nature, functions and types of distribution channels,

Distribution Channel intermediaries, Channel management decisions, Retailing and wholesaling Promotion Decisions : Communication Process : Promotion mix advertising personal selling, sales promotion, Publicity and Public relations, determining advertising budget Copy designing and its testing. Media selection, Advertising effectiveness, Sales Promotion tools and techniques

Marketing Research : Meaning and scope of marketing research : Marketing research process Marketing Organisation and Control : Organising and controlling marketing operations

Issues and Developments in Marketing : Social, Ethical and legal aspects of marketing, Marketing of services: International Marketing, concept and Modes of entering Foreign markets. Green marketing : Cyber marketing : Relationship in marketing and other developments in marketing

Suggested Readings:

Kotler, Philip and Gray Armstrong : Principles of Marketing, Prentice Hall, New Delhi

Kotler, Philip : Marketing Management-An al ysis, Plannin g Implementation and Control, Prentice Hall, New Delhi

Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi

Mc Carthy, E. Jenome and William D. Perreault : Jr. Basic Marketing: Managerial Approach, Richard Irwin, Hoomwood, Illinois Ramswamy V.S. and Namakumari S. : Marketing Management, McMillan India, New Delhi

Srinivasan, R.: Case Studies in Marketing : The Indian Context, Prentice Hall, New Delhi

Stanton, William J. and Charles Futrell : Fundamentals af Marketing : Mc Graw Hill Publishing Co., New York Still,

Richard R. Edward W. Cundiff and Norman, A.P. Govani : Sales; Management; Decisions, Strategies and Cases, Prentice Hall, New Delhi

MBAFM 104: ACCOUNTING FOR MANAGERS

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, Decision-making and control.

Course Contents:

Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Inventory Valuation and Depreciation. Financial Statement with special reference to analysis of a balance sheet and measurement of business income;

Management Accounting - Concept. Need. Importance and Scope. Financial Statement Analysis, Ratio analysis, Funds Flow Analysis. Cash Flows analysis.

Cost Accounting - Cost, Cost Classifications, Cost Sheet, Cost Accounting. Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts: Overhead Cost and Control:

Costing for Decision-Making, Marginal Costing and Breakeven analysis, Absorption Costing, Budget and Budgetary Control, Performance Budgeting. Zero-Base Budgeting; Standard Costing and Variance Analysis - Material Labor and Overheads. Elementary Knowledge of Job and Process Costing.

Suggested Readings:

Anthony, R.N. and Reece, J.S. Accounting Principles, Homewood, Illinois, Richard D. Irwin.

Bhattacharya, S.K. and Dearden, J. Accounting for Management, Text and Cases, South Asia Books.

Heitger, L. F. and Matulich, Serge. Financial Accounting, Mc-Graw Hill.

Hingorani N. L. and Raman, A. Than. Management Accounting, Sultan Chand.

Horngren, Charles etc. Principles of Financial and Management Accounting, Englewood Cliffs, Prentice Hall Inc.

Management Accountancy – R.Bissa, Rajpurohit, Joshi

MBAFM 105: MANAGERIAL ECONOMICS

The Objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory.

Course Contents:

Introduction: Nature and Scope of Managerial Economics, Fundamental Concepts, Business Goals, Economics and Ethics. Micro and Macro economics : Concept and difference between Micro economics and Macro economics.

Demand Analysis and Forecasting: Demand Determinants and Distinctions, Elasticity of Demands, Demand Forecasting for Established Products and New Products.

Production and Cost Behaviour: Production Function, Law of Returns, Return to Scale, Cost Volume Relationship in Short and Long Run.

Pricing: Market : Concept and types of market. Price and output determination under perfect competition, imperfect competition, monopoly and oligopoly.

Pricing, Pricing Methods – Cost Plus Pricing, Incremental Pricing, Product Line Pricing, Pioneer Pricing, Differential Pricing, Cyclical Pricing and Retail Pricing.
Profit Volume Analysis and its Applications.

Suggested Readings:

Adhikary, M. Business Economics, Excel Books.

Baumol, W J. Economic Theory and Operations Analysis, Prentice Hall. Mehta, P.L. Managerial Economics, Sultan Chand & Sons.

Keat. Paul G. & Philips, K. Y. Young, Managerial Economics, Prentice Hall.

Koutsoyiannis, A. Modern Micro Economics, Macmillan,

Milgrom, P and Roberts, J. Economics, Organization and Management, Englewood Cliffs, Prentice Hall Inc.

Diwedi, D.N. Managerial Economics, Vikas Publishing, New Delhi

MBAFM 106: PRINCIPLES OF MANAGEMENT

The objectives of this paper are to familiarize the student with basic management concepts and principles of management

Course Contents:

Managing in Today's Environment: Meaning, Definition, Characteristics of Management, Management Vs. Administration, Management – Art, Science and Profession, Professional Management in India, Arguments For and Against Professionalization, Levels of Management, Skills of a Manager, Development of Management Thought.

Theories of Management: Evolution of Management Thought – Contribution of Taylor, Weber and Fayol Management and Modern Management Theories.

Managing the Organization Resources: Concept, Process and Types of Planning – Meaning, Characteristics, Advantages, Limitations, Essentials of Sound Plan, Steps in Planning Process, Planning Premises, Types and Elements of Planning, Decision of Rational Decision Making, Creativity in Decision-making, Concept of MBO, Characteristics, Objectives, MBO – Process, Advantages, Limitations, Managing Organizational Change.

The Anatomy of an Organization: Concept, Nature, Process, Significance, Principle of Organising, Concept of Distinctions between Line and Authority, Line Staff and Functional Authority Relationships, Delegation and Decentralisation, Distinction between Formal and Informal Organization, Group Dynamics.

Managerial Control: Concepts, Nature, Elements, Significance, Types, Interrelationship between Planning and Control, Steps in Control Process, Requirements of an Effective Control System, Management by Exception, Techniques of Management Control ROI, PERT, CPM, MIS.

Suggested Readings :

Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India, 8th edition.

Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition, 2007..

Hellriegel, Slocum & Jackson, ' Management - A Competency Based Approach', Thomson South Western, 10th edition, 2007.

Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management - A global

MBAFM 107: SEMINAR ON CONTEMPORARY ISSUES

MBAFM 108: VIVA-VOCE

SEMESTER II

MBAFM 201: RESEARCH METHODOLOGY

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools techniques for the purpose of management decision making.

Course Contents:

Introduction: Meaning, Definition, Characteristic, Objectives, Significance, Process of Research, Approaches to Research, Characteristics of Business Research, Application of Business Research in India.

Research Design: Types of Research – Exploratory, Conclusive, Modeling and Algorithm, Formulation and Testing of Hypothesis – Means, Proportion and Variances.

Information Collection: Collection of Data – Primary & Secondary Sources, Classification – Questionnaire Construction, Schedule and Scale Development, Attitude Management.

Analysis of Data – Tabulation, Coding, Graphical Representation of Data, Statistical Tools, Mean, Mode, Median, Measures of Standard Deviation. Statistical Techniques & Report Writing:

Suggested Readings:-

Bonnet, Roger: Management Research. I LO. 1983 Fowler, Floyd J. ... Survey Methods, Sage Publication.

Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys. Sage Publication, 1986

Gupta, S.P. Statistical Methods, Sultan Chand.

Golden, Biddle, Korea and Karen D. Locke: Composing Qualitative Research, Sage Publication.

Salkind, Neil J. Exploring Research. Prentice-Hall, NJ.

CR Kothari, Research Methodology, Vikas Publishing House, New Delhi

MBAFM 202: BUSINESS COMMUNICATION

The Objectives of this course is to develop understanding about Business Communication Methods and to make them understand effective communication skills. To improve the student's self-confidence to express themselves in the professional business environment

Course Contents:

Nature of Communication: Different Types of Communication like Letters, Memos, Reports, Fax, Email, Presentations, Telephone and Multimedia, Choosing the Means of Communication, Stages in Communication Cycle, Barriers to Communication, Communication Systems.

Writing Techniques: Rules of Good Writing, Adaptation and Selection of Words, Masculine Words, Writing with Style – Choosing Words with Right Strength and Vigor, Using a Thesaurus, Writing Effective Sentences, Developing Logical Paragraphs, Overall Tone, Drafting, Editing and Finalizing the Business Letters.

Recruitment and Employment Correspondence: Application Letter, Curriculum Vitae, Interview, References, Offer of Employment, Job Description, Letter of Acceptance, Letter of Resignation.

Internal Communications: Memoranda, Reports, Types of Reports, Formal Reports and Informal Reports, Meetings, Documentation.

External Communications: Public Notices, Invitations to Tender Bid, Auction Notices etc.

Report Writing: Planning, Technique of Writing a Report, Characteristics of Business Reports, Common Types of Reports, Purposes of Reports.

Persuasive Messages: Planning the Persuasive Message, Common Types of Persuasive Requests, Principles of Persuasive Communication, Effective Communication and Impact of Information Technology. Oral Communication: Nature and Significance.

Suggested Readings:

Scot Ober, Contemporary Business Communication, Fifth Edition, Biztantra.

Lesiler & Flat Lay, Basic Business Communication. Tata Mc Graw Hill.

MBAFM 203: PRODUCTION AND OPERATIONS MANAGEMENT

Production management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems arising in the management of operations.

Course Contents:

Production Function – nature and scope, interface with other functional areas like Marketing, Finance, Personnel, Materials. Types of Production Systems, Production Planning and Control, Job order manufacturing, Production Selection, Product Design, and Development, Process Selection, Location, facility Layout, Capacity Design, Determination of Material required

Inventory Management and Control – Introduction, Types of inventory management, Basic Deterministic Models- Purchase Models, Manufacturing Models with and without shortages. Scheduling – objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling.

Network Analysis – Activity Analysis, Network Diagramming, PERT, CPM, Estimation of Schedule statistics, Earliest and latest start and finishing times, floats, Cost crashing, Estimation of probability of completion of project in a given time, applications in industry.

Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. ERP and Business process engineering

SUGGESTED READINGS:

1. Kanishka Bedi, Production and Operations Management, 3/e, ISBN: 9780198072096 Oxford University Press, 2013
2. William J. Stevenson. Operations Management, 11/e, ISBN: 9780073525259, McGraw-Hill, 2012
3. L.C. Jhamb, Production Planning and Control, Everest Publishing House, Paperback Edition, 2003, ISBN 9788186314722
4. J. R. Tony Arnold, Stephen N. Chapman , Introduction To Materials Management,6/e, ISBN 9788131726273,Pearson Education, 2009. Adam, E E & Ebert, R J. Production and Operations Management, 5/e, ISBN:9788129700001, Pearson Education, 2003
6. Chary, S N. Production and Operations Management, 5/e, ISBN: 9781259005107,Tata McGraw-Hill, New Delhi, 2013
7. Rusell & Taylor. Operation Management, 4/e, Pearson Education, 2003
8. Morton. Production and Operations Management. Vikas Publishing House, First Indian Reprint, 2003.
9. Oakland John S, Quality Management, ISBN: 9788131211946, Elsevier, Paperback n, 2008

MBAFM 204: INVESTMENT MANAGEMENT

Course Contents:

Investment: Introduction, Investment, Speculation, Risks of Investment, Objectives of Security Analysis, Types of Security, Equity, Preference Share, Bond, Government Securities etc., The Stock Market in India.

Preference Share and Equity Valuation & Analysis: Introduction, Features of Preference Share, Preference Share Yields, Current Yield, Holding Period Return, Passive Vs. Active Strategy for Equity.

Equity Valuation Models: Present Value Estimation, Price Earning Ratio etc. Analyst's Best Estimate, Intrinsic Value Vs. Market Price.

Bond Valuation: Introduction, Features of Bonds, Types of Bond, Bond Prices, Yields & Interest Rate, Current Yield, Yield to Maturity, Bonds Intrinsic Value, Concept of Duration and Immunization.

Fundamental Analysis: Introduction, Significance and Interpretation of the Economic Indicators, The Concept of Industry, Classification of Industries, Key Characteristics of Industry Analysis, Company Analysis, Sources of Information of Industry & Company Analysis.

Technical Analysis: Introduction, Technical Vs. Fundamental Analysis, The Dow's Theory, Charting as Market Indicators.

Efficient Market Theory: Introduction, Forms of Efficient Market Theory, Random Walk Theory, Appraisal of Efficient Market Theory.

CAPM: Capital Assets Pricing Model, Security Market Line, Arbitrage Price Theory. Portfolio Management: Concept, Portfolio Risk & Return, Diversification.

Portfolio Analysis: Markowitz Model Risk Return Optimization, Sharpe Index Model, Portfolio Beta, Generating Efficiency Frontier. Portfolio Selection & Portfolio Revision: Concept, Techniques, Portfolio Rebalancing & Upgradation, Evaluation Managed Portfolio.

Suggested Readings:

Bodie, Zvi, Alex Kane, and Alan J. Markus, Investments, McGraw Hill, 2005 (Sixth Edition) or a Later Edition - short: BKM

Elton, Edwin J., Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann, • Modern Portfolio Theory and Investment Analysis, John Wiley, 2007 (Seventh Edition) or a Later Edition - short: EG

Instefjord, Norvald, Investment Management Study Guide, London: University of • London Press, 2009 or a Later Edition- short: SG

MBAFM-205: STRATEGIC MANAGEMENT

The Purpose of this course is to develop the student's ability to think strategically, understand the language of business, analyze and craft strategies on paper and verbally in class discussion, critically reflect on existing theories and tools, to creatively combine or generate frameworks and tools and use them where applicable

Course Contents:

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study. COMPETITIVE ADVANTAGE 9 External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage-Distinctive CompetenciesResources and Capabilities durability of competitive Advantage-Avoiding failures and sustaining competitive advantage-Case study. STRATEGIES 10 The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate StrategyVertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation-Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study. STRATEGY IMPLEMENTATION & EVALUATION 9 The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study. OTHER STRATEGIC ISSUES 8 Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

Suggested Readings

- Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
- John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
- Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill,2008

MBAFM-206: QUANTITATIVE TECHNIQUES

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, However, Is in their applications in business decision making.

Course Contents

Mathematical basis of managerial decision: Functions- Measures of Central Tendency; Measures of Dispersion, Skewness

Coefficient; Correlation of Karl Pearson coefficient and Probable Error. Interpolation, Extrapolation, Regression Analysis

Theory of Probability: Addition and Multiplication Theorem; Theoretical frequency Distribution, Binomial, Poisson and Normal Poisson, Analysis of Time Series

Nature and Significance of Operation Research; Game Theory and Two person Zero Game, Queing Theory

Suggested Readings:

Chadha, N. K., Statistics for Behavioral and Social Scientists. Reliance Publishing House.

Gupta, S P and Gupta, M P., Business Statistics, Sultan Chand.

Levin Richard, I and Rubin David S., Statistics for Management, Prentice Hall Inc .

Narag. A S., Linear Programming and Decision Making,Sultan Chand. Sharma. J.K., Fundamentals of Operations Research, Macmillan.

Terry, Sincich., Business Statistics by Examples, Prentice Hall PTR.

MBAFM-207 – SEMINAR ON CONTEMPORARY ISSUES

MBAFM-208 - VIVA-VOCE

SEMESTER III

MBAFM-301: MANAGEMENT OF FINANCIAL INSTITUTION AND SERVICES

Course Contents:

Concept: Introduction to Financial Services and their Relevance in the New Economic Order, Types, Scope and Significance of Financial Services, Innovations and Recent Developments in the Field of Financial Services in India. Lease Financing: Leasing, Concepts and Types, their Legal, Taxing and Accounting Aspects, Financial Evaluation of Lease Structuring, Qualitative Factors in Lease Decisions, Lease Agreements, Imports and Cross Border Leasing, Hire Purchase Agreements – Types, Difference between Hire Purchase and Lease, Flat and Effective Rates of

Interests, Regulation of Leasing Services. Credit Rating: Concept, Agencies of Credit Rating – CRISIL, ICRA, FITCH and CARE, Factoring Services – Factoring Services in India, Types and its Relevance, Regulation of Factoring and Credit Rating Services. Commercial Paper Market in India: Growth and Prospects in India, Merchant Banking – Merchant Banking in India, Emerging Trend and Present Scenario, Regulation of Merchant Banking Services. Miscellaneous Financial Services: Mutual Funds – Types of Mutual Funds, Performance and Prospectus of Mutual Funds, Venture Capital – Concept, Significance and its Relevance, Regulation of Mutual Funds and Venture Capital Funds.

Suggested Readings:

Louis A Allen, Management & Organisation, McGrawHill, New York
A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
AS Lather, M Handa, Cases in Management, Wsdom, Delhi
Heinz Wehrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill, ND
JS Chandan, Management: Theory & Practice, Vikas, New Delhi
RW Griffin, Management: Principles and Applications, Cengage, New Delhi
Prem Vrat, KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
Earnest Dale, Great Organisers, McGraw Hill 10. Peter F Drucker, The Practice of Management, McGraw Hill

MBAFM-302 HUMAN RESOURCE MANAGEMENT

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the Organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment. Corporate Objectives and Human Resource Planning; Career and Succession, Planning;

Job Analysis and Role Description: Methods of Manpower Search; Attracting and Selecting Human Resources. Induction and Socialization: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation & Wage

Determination. Employee Welfare: Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management: Employee Empowerment.

Suggested Readings:

Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.

De Cenzo, D A & Robbins, S.P. Human Resource Management, John Wiley.

Guy, V. & Mattock J., The New international Manager. Sage Publication.

Holloway J., Performance Measurement and Evaluation. Sage Publications.

Stone, Lloyed and Leslie W Rue. Human Resource and Personnel Management Richard D. Irwin, Illinois.

Monappa A & Saiyadain M personnel Maangment, 2nd New Delhi Tata McGraw Hill 1996

Course Contents:

Indian Contracts Act, 1872 : Definitions, essentials of a valid contract, offer, acceptance, free consent consideration, legality of object, capacity to contract, discharge of contract, consequences

of breach of contract. Sale of Goods Act : Definitions, conditions and warranties; Transfer of property, rights of unpaid seller.

Negotiable Instruments Act, 1881 : Definitions, types of negotiable instrument; Negotiation; Holder and holder in due course payment in due course; Endorsement and crossing of cheque; Presentation of negotiable instruments. The New Companies Act, : Definition and types of companies, Memorandum of association, Articles of association, Prospectus; Share capital and membership; Meetings and resolutions; Company managements; Winding up and dissolution of companies, corporate social responsibility, FEMA, 2000

Definition of consumer, rights of consumer, Grievance redressal machinery. SEGI Act, 1992. WTO : Regulatory framework of WTO : Basic principles and charter of WTO : Provisions relating to Preferential treatment developing countries, Regional groupings; Technical standards; Antidumping duties and other NTBS; Custom valuation; Dispute settlement, TRIPs and TRIMs

Suggested Readings:

Avdhan, V.A. : SEBI Guidelines and Listing of Companies, Himalaya Pub., New Delhi, Indian Contract Act, 1872 SEBI Act 1992 : Nabhi Publication, Delhi Securities (Contract and Regulation) Act, 1956 Taxman's Company Act (Latest) Taxman's Masters Guide to Companies Act, 1998 Taxman's Mercantile Law (Latest)

The Companies Act, 1956 The Negotiable Instrument Act, 1881 Singh, Avtar : Law Relating to Monopolies, Restrictive and Unfair Trade Practices, Eastern Book Co. Bhandari, M.L. : Guide to Company Law Procedure, Vols. I, II and III, Jain Book Agency, New Delhi Ramaiya, A. : Guide to Companies Act, Wadhwa Publishing, Nagpur

MBAFM -304: COMMERCIAL BANK MANAGEMENT

Course Contents

An Introduction to the Banking Business, Present structure of Commercial Banking System in India, Management and Organizational Set-up of the Commercial Banks in India,

Asset Liability Management Techniques and Hedging Interest Rate and Credit Risk; Determining and Measuring Interest Rates and Controlling a Bank's Interest-Sensitive Gap, The concept of Duration and Managing a Bank's duration Gap. Credit Derivatives. Managing the Bank's Investment Portfolio and Liquidity Position; The Investment function in Banking, Liquidity and Reserve Management Strategies,

Managing Bank Sources of Funds; Management of Capital Funds, Management of Deposit, Management of primary and Secondary Reserves.

Management of Loans; Working capital Financing, Consumer and Housing loans, Equipment Financing, Priority Sector Lending, Export Financing

Non Fund Based Services; Letter of Guarantee, Depository Services, Portfolio Management, Bank Assurance; Mutual Fund Marketing,

other Allied Services,

E-Banking; Network Banking, MIS in Banking Recent Developments in Indian Banking Industry.

Suggested Readings:

Thomson Learning, Commercial Bank Management , Rose Peter Thomson Learning, Bank Management Koch;

Robert W Kolb; The Commercial Bank Management; Thomson Learning

MBAFM 305: E-COMMERCE

Course Contents:

Introduction to E-Commerce : Meaning and concept; Electronic commerce versus traditional commerce; Channels of e-commerce, Business application of E-commerce; Need for e-commerce, Internet Concepts and Technologies : Concept and evolution of Internet; Web Technologies;

Business Models of E-Commerce and Infrastructure: E-commerce models ; Supply chain management, product and service digitization, Online marketing and advertising; E-commerce resource and infrastructure resources and planning for infrastructure

Business to Consumer E-Commerce: Cataloguing order planning and order generation, cost estimation and pricing order receipt and accounting, order-selection and prioritization, order scheduling, order fulfilling and delivery, order billing and payment management, post sales services; Electronic Payment System: Special features required in payment system for e-commerce, Types of e-payment systems; E-cash and currently servers, e-cheques, credit cards, smart cards, electronic purses and debit cards

Security Issues in E-commerce: Security risk of e-commerce, exposure of resources; types of threats sources of threats, security tools and risk-management approach, e-commerce security and a rational security policy for e-commerce; corporate digital Library I.T. Act, 2000 Regulatory and Legal Framework of E-Commerce; Cyber laws aims and salient provision; Cyber Laws in India and their limitation;

Suggested Reading:-

Agarwala, K.N. and Deeksha Agarwala : Business on the net : What's and How's of e-commerce, Macmillan, New Delhi
 Agarwala, K.N. and Deeksha Agarwala : Business on the Net : Bridge to the Online Storefront; Macmillan, New Delhi
 Cady, Gloc Harrab and Mcgregor Pat : Mastering the Internet, BDB Publication, New Delhi
 Diwan, Prag and Sunil Shrama : Electronic Commerce- A Manager's Guide To E-Business, Vanity Books International, Delhi
 Janal, D.S. : On Line Marketing Hand Book, Van Nostrand Reinhold, New York
 Kosivr, David : Understanding Electronic Commerce, Microsoft Press, Washington
 Minoli and Minol : Web Commerce Technology Handbook, Tata Mcgraw Hill, New Delhi
 Schnieider, Gray P. : Electronic Commerce, Course Technology, Delhi
 Young, Margaret Levine : The Complete Reference To Internet, Tata Mcgraw Hill, New Delhi
 O'Brien J. : Management Information Systems, Tata Mcgraw Hill, New Delhi
 3.6 : CORP

MBAFM-306: BUSINESS ENVIRONMENT

Business Environment, Characteristics, Objectives Factors affecting business environment, Non-economic investment and its components. Income, Saving and Investment: Concept, Trend.

Economic Planning: Definition, Characteristics, Types and Techniques of Economic Planning, justification of Economic Planning, demerits of Economic Planning, Progress and achievement of Economic Planning since inception. Brief knowledge of 1st to 11th Five Year Plan. 12th Five Year Plan: Objectives, evaluation, Review (Failure and achievements), Present Five Year Plan: Objectives, Governments Policy.

Economic Reforms: Liberalization: Meaning, Definition, Need, Economic Reforms in India, Recent trend, Impact of Economic Reforms, criticism, small scale, cottage and village industries: Meaning, Role, Problems, steps taken by Government, suggestion, Latest changes in Small Scale Industry Policy. Business Cycle: Meaning, Phases, theories.

Industrial Relations: Meaning, Definition, Characteristic, Objectives, Sound Industrial Relations; Industrial Sickness: Meaning, Responsible Factors for Industrial Sickness, Measure to prevent sickness. Environment changes by technology: Concept, Importance, benefits, impact of technology, Forms of technology transfer, Technology and Society, Technology and Economy

Infrastructure: Energy, power, coal, oil and gas, atomic, non-conventional energy sources, transport system, communication. Population: Meaning, Rate of growth, causes of increase population, population and economic development, Unemployment: Meaning, Concept, Trends, Nature, estimates, Unemployment in rural and urban areas, causes, Govt. policy.

Agriculture: Role, nature, cropping pattern and challenges,

SUGGESTED READINGS

Dave, Rathore, Mathur: Economic Environment, Vide Vision, Publishing House, Jaipur
 Biswanath Ghosh: Economic Enviornment of Business, Vikas Publication, New Delhi.
 Ashwani Mahajan: Indian Economy, S.Chand, New Delhi
 H.L.Ahuja: Macro Economic Analysis, S.Chand, New Delhi

H.L.Ahuja: Macro Economic theory & Policy, S.Chand, New Delhi
H.G.Mannur: Indian Economy, S.Chand, New Delhi
M.C.Vaish: Macro Economic Theory & Practice, S.Chand, New Delhi
Sundaram & Black : The International Business Environment, prentice Hall, New Delhi
Agarwal, A.N. : Indian Economy, Vikas publishing House, Delhi
Khan, Farooq A. : Business and Society, S.Chand, Delhi
Dutt, R. and Sundharam, K.P.M. : Indian Economy, S.Chand, Delhi
Misra. S.K. and Puri, V.K. : Indian Economy, Himalaya Publishing House, New Delhi
Hedge, Ian : Environmental Economics, Macmillan, Hampshire
Dutt Ruddar : Economic Reforms in India - A critique, S. Chand, New Delhi
Gupta, Swami and Vaishnav : Economic and Business Environment, RBD, Jaipur
Pant evam Pant: Aarthik Vicharon ka Itihas, LNAE, Publisher, Agra
T.T.Sethi: Aarthik Vishleshan Ke Siddhanth, LNAE, Publisher, Agra
L.N.Koli: Bhartiya Aarthik Samsyaen, LNAE, Publisher, Agra
H.S.Agarwal: Indian Economy, LNAE, Publisher, Agra
U.C.Kulshreshtha: Economic Development & Planning, LNAE, Publisher, Agra
S.Dodia: Environmental Studies, LNAE, Publisher, Agra
N.Kumar : Environmental Economics, LNAE, Publisher, Agra

MBAFM-307: SEMINAR ON CONTEMPORARY ISSUES

MBAFM-308: VIVA-VOCE

SEMESTER IV

MBAFM-401: PORTFOLIO MANAGEMENT

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

Course Contents

Introduction to Portfolio Management- An Optimum Portfolio Selection Problem. Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection, The Investment in Liquid Assets. Portfolios of Two Risky Securities.

A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient

Frontier -The relationship between the Unrevealed and

Leveraged Portfolio, Sharpe: Single index, Model; Application' of Market Model in Portfolio Construction.

Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios -Constructing the Optimum Portfolio, Portfolio investment Process.

Bond Portfolio management Strategies investment timing and portfolio performance Evaluation, Corporate portfolio Management in India, International Diversification.

Suggested Readings:

Alexander, Gordon J. and Sharpe, William F. Fundamentals of Investments, Englewood Cliffs New Jersey, Prentice Hall Inc.

Bhalla V.K. Investment Management Security Analysis and portfolio Management S. Chand.

Portfolio Analysis and Management, S. Chand.

Elton Edwin j and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York John Wiley.

Lee. Cheng F etc. Security Analysis and Portfolio Management, Socct. Foreman. Markowitz, Harry M. Mcan, Variance Analysis in Portfolio Choice and Capital Markets, London Basic Blackwell.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

MBAFM-402 INTERNATIONAL FINANCIAL MANAGEMENT

The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents:

Multinational Financial Management- An overview, Evolution of the International Monetary and Financial System; Balance of Payments, Managing short-term assets and liabilities.

The foreign investment Decision; Country Risk Analysis political Risk Management, Multinational Capital Budgeting Application and Interpretation.

International Banking and Money Market, International Bond Markets International Equity Market, International portfolio management, Foreign Direct Investment.

Risk in International Operations Financing of International Projects and Subsidiaries.

Suggested Readings:-

Abdullah. F.A. Financial Management for the Multinational Firm, Englewood Chffs, New Jersey Prentice Hall Inc.

Bhalla, V.K. International Management, Anmol Publication. Buckley, Adrin Multinational Finance, New York, Prentice Hall Inc.

Kim.Suk and Kim, Secung Global Corporate Finance Text and cases Miami Flonda Kolla.

Shapiro, Alan C.: Multinational Financial Management, New Delhi, Prentice Hall of India.

Cheal S.Eum Bruce G. Resnick International Financial Management TMH.

MBAFM-403 FOREIGN EXCHANGE MANAGEMENT

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

Course Contents

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates
Organization of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management:

Alternative Definitions. Of Foreign Exchange Risk. Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques. Organization of the Exposure:

Management Function; Parameters and Constraints on Exposure Management. Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio- Political Factors, Technical Analysis: Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

Suggested Readings:

Caliber, R.Z. Exchange Risk and Corporate International Finance, Macmillan.

Ballad V.K. International Financial Management, Anmol Publication. Luca Cornelius Trading in the Global Currency markets, Prentice Hall. Shapiro A.C. International Financial management, Boston, Allyn and Bacon.

Sutton, W.H. Trading in currency Options, New York Institute of Finance.

MBAFM-404 ENTREPRENEURSHIP AND SMALL BUSINESS

The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

Course Contents:

Entrepreneurship: Definition, Concept, Classification, Nature and Importance of Entrepreneurship, Entrepreneurial Environment, Entrepreneurship Vs. Professional Manager, Entrepreneurial Development, Development of Women Entrepreneurship, Problem of Entrepreneurship. Entrepreneurial Development: Environmental Factors affecting Entrepreneurial Development, Entrepreneurial Development Programme and their Evaluation, Role of Government and their policies, Other Institutions in Entrepreneurial Development. Project Management: Introduction, Significance, Definition of the Project, Project Planning, Project Development Cycle, Project Identification and Formulation, Project Report, Identification of Investment, Project Appraisal, Location of an Enterprise and Choice of Organization. Management of Small Units I: Importance of Small Units and Government Policy relating thereto, Various Specific Issues related to Production, Marketing, Personnel and Financial Management of Small Scale Units. Management of Small Units II: Reservation of Spheres and Concession for Small Units. Industrial Sickness and Small Units: Causes, Prevention and Remedies.

Suggested Readings:

Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, ND

Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA).

Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.

Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.

MBAFM-405 FINANCIAL DERIVATIVES AND RISK MANAGEMENT**Course Contents:**

Derivatives: Meaning, Evolution, Types, Factors Contributing to the Growth of Derivative Markets, Derivatives in a Liberalizing India. Future Trading: Definition, Legal Definition, Speculation in Future Markets, Short Hedging Vs. Long Hedging. Financial Futures: Nature and Characteristics, Interest Rate Futures, Currency Futures, Stock Index Futures, Need and Scope for Financial Futures in India, The Badla System, BadlaVs. Forward Trading, Alternatives to Badla. Options: Terminology and Methodology of Options Trading, Options Pricing, Comparison of Options and Futures, Economic Functions of Options Trading, Swaps – Currency, Commodity, Equity, Swaps as a String of Futures, Exotic Swaps and Economic Functions of Swap Transactions. Other Derivatives: Forward Rate Agreement, Range Forwards Swaptions, Commodity Linked Loans and Bonds, Interest only/Principle only, Equity Linked Bonds and Notes, Credit Derivatives, Market Organization, Trading System. Regulatory Framework: Regulatory Framework in India, Regulatory Instruments, Regulation of Forward and Futures Trading, Committees on Forward Markets, SEBI Decisions, Policy Recommendation, Foreign Participation in Indian Future Markets, The Future of Derivatives Internationally.

Suggested Readings:

Jayanth Rama Verma, Derivatives and Risk Management, Tata McGraw Hill Company.

Sunil Parameswaran, Fundamentals of Options ; Tata McGraw Hill Company.

Sunil Parameswaran, Futures and Forwards; Tata McGraw Hill Company.

Dun & Bradstreet; Financial Risk Management; Tata McGraw Hill Company.

T Soma Nathan; Derivatives; Tata McGraw Hill Company

Prasanna Chandra Financial Derivatives

Prof. P. Vijaya Derivatives Simplified

Bhaskar& B Mahapatra Gupta S.L. Financial Derivatives

Vohra N.D. & Future Options Bagri B.R. Somnath T.V. Derivatives

MBAFM-406: MERCHANT BANKING

Course Contents:

Merchant Banking: Nature and Scope Types of Merchant Bankers, Regulation of Merchant Banking Activity, Project Preparation and Appraisal, Types of Securities, Money Market Instruments, Design

of capital Structure, Savings and Primary Markets, SEBI Guidelines for Public Issues, Pre-issue Management; Types of Issues and Analysis of Prospectus, Public Issue Through Prospectus, Private Placement Bought Out Deals, Book Building Method Pricing of Securities, Management of Public Issues; Coordination, Marketing and Underwriting Allotment/ Refunds Listing Requirement, Loan Syndication; Domestic and External, Buy-Back of Shares . Mergers, Acquisitions Amalgamations and Takeovers Advisory Services; Non- Residents, Indian Investors. Oversea Corporate Body, Foreign Institutional Investors Recent Developments.

Suggested Readings:-

Gurusamy; Merchant Banking and Financial Services; Publisher: Tata McGraw Hill.

Dr K Ravichandran, Merchant Banking and Financial Services, HPH.

K C Gupta and Joginder Singh, Merchant Banking in India; RBSA Pub.

Stanley Chapman, The Rise of Merchant Banking;

Thomson Learning, Commercial Bank Management , Rose Peter Thomson Learning, Bank Management Koch;

Robert W Kolb; The Commercial Bank Management; Thomson Learning

MBAFM-407 MAJOR RESEARCH PROJECT

MBAFM-408: VIVA-VOCE