

तार : विश्वविद्यालय  
Gram : UNIVERSITY



टेलीफोन : कार्यालय : 2320496  
कुलसचिव : निवास : 2321214  
फैक्स : 0510 : 2321667  
मेल नं.: registrar.bujhansi@gmail.com

# बुन्देलखण्ड विश्वविद्यालय, झाँसी BUNDELKHAND UNIVERSITY, JHANSI (U.P.)

झाँसी (उ.प्र.) 284128

दिनांक 19/08/2015

संदर्भ IEF/BU/2015/23

## The Minutes of Meeting of BOS

In reference of the BOS of department of Banking, Economics & Finance / Institute of Economics & Finance held on 19/08/2015 regarding the revision of syllabus in tune with CBCS and subsequent approval from Academic Council. This is to certify that the syllabus is 100% revised.

  
24/08/2015  
HOD/COORDINATOR

**INSTITUTE OF ECONOMICS & FINANCE  
BUNDELKHAND UNIVERSITY  
JHANSI (UP)**

**MBA (FINANCIAL MANAGEMENT)**

**ORDINANCES**

**SESSION 2019-20 ONWARDS**

## **Institute of Economics & Finance**

### **Bundelkhand University, Jhansi**

#### **MBA (Financial Management) Ordinances 2019 Institute of Economics & Finance Bundelkhand University**

These ordinances shall replace the existing MBA (Financial Management) Ordinances and shall be effective from the session 2019-20.

- 1 The degree of Master of Business Administration (Financial Management) of the Bundelkhand University shall be conferred on the students who have pursued the prescribed programme of study and have cleared 74 credits as prescribed under the relevant ordinances.
- 2 The entire MBA (Financial Management) programme shall be spread over four semesters and each semester shall consist of 15 weeks for studies and 2 weeks for examination. In addition there shall be a Summer Internship of at least 8 weeks between the first and second year.
- 3 The candidates for admission to the MBA (Financial Management) programme shall be selected through a UPTU and Bundelkhand university guidelines which may consist both written as well as oral components.
- 4 A Bachelor's degree under the 10+2+3 system or equivalent in any field of study, awarded by a University or Institute established as per law and recognised as equivalent by this University, with 50% marks in aggregate (relaxation in minimum marks shall be as per the Government rules) shall constitute the minimum requirement for admission to the programme.
- 5 The number of students to be admitted in the programme shall be 60.
- 6 The fee charged from the students of MBA programme shall be as approved by the Finance Committee of the University.
- 7 The method of teaching adopted shall be a combination of Lectures and Seminars, case discussions, student presentations, use of audio-visual devices, computers etc.
- 8 As a part of faculty development activities, the University shall arrange to regularly send the teachers for further training and development, refresher courses and participation in conferences, seminars and workshops in India or abroad.
- 9 The Choice Based Credit System (CBCS) and Grading System for evaluation purpose shall be as per the ordinances.

## 10 Course Structure

10.1 The curriculum shall comprise of Core courses and elective courses. In The 3<sup>rd</sup>& 4<sup>th</sup> semester elective courses shall be specialisation subject.

**ISpecialisationSubject Elective:** *A Specialisation centric course shall be called a subject elective.  
Specialisation subject optional courses in Semester III and IV are focussed on specialisations.*

II The list of Core courses and elective courses shall be approved by the Department Committee and announced by the department before the commencement of academic session every year. An elective course would be offered only if a certain minimum number of students opt for it.

- 10.2** MBA (Financial Management) programme shall be a combination of
- Full Credit courses: 3 Credits
  - Summer Internship Project (SIP) in the III semester shall have 3 Credits. +1 credit for viva voce.
  - Comprehensive Research Project/Business Plan shall have 6 credits
  - Comprehensive Viva in the IV semester shall have 2 credits.

**10.3** Break-up and spread of all credits and marks (**total 74 credits**) across all the courses in four semesters shall be as follows:

I Semester	Credits	Total Credits	II Semester	Credits	Total Credits	Total yearly credit
Generic Core (GC) Courses 06	3 Credits each (100 marks each)	18	Generic Core (GC) courses 06	3 credits each (100 marks each)	18	36
<b>III Semester</b>			<b>IV Semester</b>			
Generic Core (GC) Course 03	3 credit (100 marks)	9	Generic Core (GC) Course 03	3 credit (100 marks)	9	18
Specialisation Subject Elective Courses(SE) 02	3 credits each (100 marks each)	6	Specialisation Subject Elective Courses (SE) 02	3 credits each (100 marks each)	6	12
SIP	4 Credits (100 marks)	4	Research Project&Comp. Viva	4 Credits (100 marks) for Research Project/Business Plan	4	8
<b>Grand Total of credit</b>						<b>74</b>

- 10.4** One credit shall be visualised as a combination of three components – lecture (L) + Tutorials (T) + Practice (Practical/Project work/Lab work) (P). A course can have either one or all of these components for fulfilling the credit requirements. Fifteen hours of lectures shall make one credit. If a course is of 3 credits, then the different credit distribution patterns in L: T: P format shall be 3:0:0 or 1:2:2 or 2:0:2 or 2:2:0
- 10.5** At the end of the second semester each student shall undertake a Summer Internship Project (SIP) for a minimum period of 8 weeks. Ideally an SIP should exhibit a cross functional orientation. SIP can be undertaken in a corporate entity, NGO, SME, Government Undertaking, a Cooperative sector or a Business firm in India or abroad. A student shall submit a written structured report on the basis of work done during SIP within four weeks of the commencement of the subsequent semester.
- 10.6** The topic/title of the Research Project/Business Plan to be submitted by the students in the fourth semester shall be decided in consultation with the proposed supervisor in the beginning of the third semester. This Research Project/Business Plan shall be submitted not later than 12 weeks after the commencement of the fourth semester.

## **11**

### **Examination and Evaluation**

- 11.1** There shall be continuous evaluation of the students as per the scheme of examination and internal assessment of students mentioned herein. There shall be two mid-term examinations for which question papers shall be set by the teacher concerned and moderated by the moderation board of the Department. Each mid-term examination shall constitute 20% weightage of evaluation in all the courses which may comprise written as well as lab based/practical/project component. Result of midterm examinations shall be declared only after comprehensive review of evaluated answer sheets etc. by an 'internal examination review committee' nominated by the Board of Studies which shall have core faculty members in addition to one or two external members. Duration of each such written examination shall be one and half hours. The format of question papers for these examinations shall be decided by the department committee.
- 11.2** End semester examination in each semester shall be based on subjective Type Questions and shall constitute 70 % weightage of evaluation in all the courses. Questions for this examination shall be set by a panel of external examiners approved by the Board of Studies of the Department and duly moderated by the moderation committee of the Department. Duration of each such examination shall be two hours. The scheme of examination shall ensure that no student has to appear for not more than two examinations on any single day.
- 11.3** The remaining 10% weight age of evaluation in all the courses shall be based on factors such as participation in seminars, case discussions and group activities, class tests, quizzes, individual and group presentations, written assignments, term papers and viva-voce, class participation, co-curricular and

extracurricular activities and attendance. The breakup of this 10% weight age of evaluation shall be decided by the Department Committee before the start of the session.

**11.4** It shall be the duty of the Teacher teaching a particular course, to conduct internal assessment. In case more than one teacher in sharing the teaching work in a paper, each teacher shall evaluate independently and an average would be taken.

**11.5** The evaluation of Summer Internship Project in the third semester and Research Project/Business Plan in the fourth semester shall be on the basis of presentation by the students and/or Viva-Voce examination. Each panel for the evaluation of such projects shall have one or two internal (the Head of the Department or his/her nominees) and an external examiner as appointed by the Board of Studies of the Department.

**12**

**Calculation of Grade Points**

**12.1** A letter grade (as explained below) shall be given for every course. The grade point for the course will be based on the weighted average of the grades obtained (on a scale of 5) and their respective weight-ages. The grades would be allotted after statistical normalisation of the awards in each course.

At the end of each semester, the performance of students shall be evaluated in terms of marks which shall be converted into letter grades as per the following equivalent grade points:

**The equivalence between grade and marks shall be as follows:-  
(GPA is Grade Point Average)**

<b>Grade</b>	<b>Marks</b>	<b>Grade Points</b>	<b>GPA Range</b>
<b>A+</b>	<b>90 or above</b>	<b>4.5</b>	<b>≥4.26</b>
<b>A</b>	<b>80 to less than 90</b>	<b>4.0</b>	<b>3.76 – 4.25</b>
<b>B+</b>	<b>70 to less than 80</b>	<b>3.5</b>	<b>3.26-3.75</b>
<b>B</b>	<b>60 to less than 70</b>	<b>3.0</b>	<b>2.76-3.25</b>
<b>C+</b>	<b>50 to less than 60</b>	<b>2.5</b>	<b>2.26-2.75</b>
<b>C</b>	<b>40 to less than 50</b>	<b>2.0</b>	<b>1.76-2.25</b>
<b>D+</b>	<b>30 to less than 40</b>	<b>1.5</b>	<b>1.26-1.75</b>
<b>D</b>	<b>20 to less than 30</b>	<b>1.0</b>	<b>0.76-1.25</b>
<b>F</b>	<b>Less than 20</b>	<b>0.0</b>	<b>≤ 0.75</b>
<b>I</b>	<b>Incomplete</b>	<b>Incomplete</b>	

**Meaning of the grades:**

- A+:** Outstanding
- A:** Excellent
- B+:** Very Good
- B:** Good
- C+:** Average
- C:** Fair
- D+:** Unsatisfactory
- D:** Poor
- F:** Very poor

**I:** Incomplete

+ (plus) symbol indicates the variation above the letter description.

## 12.2 Calculation of semester grade point average (SGPA) for the semester.

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. **The SGPA** is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.

- ii. **The CGPA** is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

Where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcript.

## 13 Rules for Academic Progression

- 13.1 The maximum span period for completing the MBA (Financial Management) programme shall be four academic years from the year of initial admission in the MBA Programme.
- 13.2 Students securing  $C^+$  or above in any course shall be declared to have passed that course.
- 13.3 Students who fail to secure minimum  $C^+$  grade in any course shall be required to earn the requisite stipulated credits within the stipulated time span.
- 13.4 Students ineligible to appear in examination in a particular course due to shortage of attendance shall be required to repeat the course and complete all the requirements afresh.
- 13.5 A student shall be required to earn a minimum of 18 credits in the MBA (Financial Management) I Year (Semester I & II combined) for progression to MBA II Year.

## 14 Attendance Requirement

Permission to appear in end semester examination in any course shall be granted to only such students who fulfil the minimum attendance requirement of 75% in that course. However, the Head of the Department may grant a relaxation in required percentage of attendance by not more than 15 % on the basis of some genuine reason.

**Papers in MBA (Financial Management)2019-20 Onwards**  
**Semester-1**

Sr. No.	Course Name	Credit	Marks
1 (6201)	Management process and organization behavior	3	100
2 (6202)	Quantitative Methods	3	100
3 (6203)	Managerial Economics	3	100
4 (6204)	Business Environment	3	100
5 (6205)	Indian Ethos & Values	3	100
6 (6206)	Accounting for Managers	3	100

**Semester-2**

Sr. No.	Course Name	Credit	Marks
1 (6211)	Decision Support System & Management Information System	3	100
2 (6212)	Management Science	3	100
3 (6213)	Human Resource Management	3	100
4 (6214)	Financial Management	3	100
5 (6215)	Marketing Management	3	100
6 (6216)	Research Methodology	3	100

**Semester-3**

Sr. No.	Course Name	Credit	Marks
1 (7201)	Business Policy & Strategic Analysis	3	100
2 (7202)	Security Analysis & Investment Management	3	100
3 (7203)	Business law	3	100
4	<b>Specialization Subject optional</b> - choose any two from the following group. 1. Financial derivatives (7204) 2. Multinational Financial Management (7205) 3. Portfolio Management (7206) 4. Project Planning, Analysis and Management(7207)	3×2=6	100 (Each )
5	Summer Training Report & Viva Voce	4	100

**Semester-4**

Sr. No.	Course Name	Credit	Marks
1 (7211)	Corporate Tax Planning & Management	3	100
2 (7212)	International Financial Management	3	100
3 (7213)	Funds Management in Banks	3	100
4	<b>Specialization Subject optional</b> - choose any two from the following group. 1. Management of financial services (7214) 2. Management of Financial Institutions. (7215) 3. Financial decision Analysis (7216) 4. Working Capital Management (7217)	3×2=6	100 (Each )
6	project study and comprehensive viva voce	4	100



# **Master of Business Administration in Financial Management**

## **MBA (FM)**

### **Program Outcome**

1. To create strong awareness about the Financial Management & control in the changing global economic scenario.
2. To find ways and means for strong rural economy based on technology and industrial development.
3. To develop practical solution for industrial, technical and economic problems.
4. To create awareness the economic parameters are true reflection of quality of life.
5. To work out innovation and creative ways of financial control.
6. To produce better executive for financial institution and organizations.
7. To develop Teaching, Administrative and Research skills in the field of Economics, Finance and Management.
8. Know the application of managerial decision tools in different situations.
9. Understand the importance of the Balance score card in today's business environment.

### **Programme Specific Outcome**

1. Understand various managerial skills, roles, functions and levels
2. Gain the knowledge on different accounting standards which were given by the different bodies.
3. Understand the impact of changing global, Political, Economic, Competitive, Environmental, Cultural and Social Systems on marketing strategy development.
4. To comprehensively understand and be conversant with the legal framework on Business Laws; and Awareness of legal framework and its orientation for efficient and effective discharge of duties as managers in a competitive environment.
5. Students are expected to know the nature of managerial economics and how it would it enable a decision maker to take optimal decisions.
6. It gives an understanding of the "Framework for Managing Investor Relations, & ways and means of Managing Power".
7. Understand and apply the policies and practices of the primary areas of HRM
8. Understand the different methods of corporate restructuring and the principles of good governance.
9. Understanding cultural and political environment in the light of International trade theories.

**Course Outcome  
SEMESTER 1**

Sr. No.	Course Name	Course Outcomes
1	Management Process & Org. Behaviour	<p>Understand various managerial skills, roles, functions and levels</p> <ul style="list-style-type: none"> <li>• Realize that individuals are different and the various factors that shape personality.</li> <li>• Identify and overcome perceptual errors</li> <li>• Identifying various motivators through the knowledge of theories of motivation</li> <li>• Identifying various leadership styles and their suitability to the situation.</li> </ul>
2	Quantitative Methods	<p>Quantitative research is considered to have as its main purpose the quantification of data. This allows generalizations of results from a sample to an entire population of interest and the measurement of the incidence of various views and opinions in a given sample.</p>
3	Managerial Economics	<ul style="list-style-type: none"> <li>• Students are expected to know the nature of managerial economics and how it would enable a decision maker to take optimal decisions.</li> <li>• Students should be able to know how production efficiency can be optimized</li> <li>• The students are expected to gain the knowledge of macro economics such as national Income and its determinants besides implications of inflation, trade cycle on the business prospects of the firm.</li> </ul>
4	Business Environment	<p>Identify the main features of the international business environment and its main institutions; analyse the political, social, economic, technological and other configurations that support cross-border trade</p>
5	Indian Ethics & Values	<p>Ethical people are those who recognize the difference between right and wrong and consistently strive to set an example of good conduct. In a business setting, ethical behavior is behavior that means applies the principles of honesty and fairness to relationships with co-workers and customers.</p>
6	Accounting For Managers	<p>Know the process of accounting from the primary entry to the final statement</p> <ul style="list-style-type: none"> <li>• Differentiate the tax planning, tax avoidance and the tax evasion.</li> <li>• Understand the application of different analytical tools like ratio analysis, cash flow statement, funds flow statement, etc</li> </ul>

## SEMESTER 2

1.	Decision Support System & Management Info. System	<p>Identify various types of Information System for Business</p> <ul style="list-style-type: none"> <li>• Understand Information Technology Infrastructure</li> <li>• Define databases &amp; identify types of Databases</li> <li>• Apply Information Systems in business</li> <li>• Learn about E-Commerce &amp; its Applications</li> </ul>
2.	Management Science	<p>Apply Linear programming techniques to allocate scarce resources in an optimum manner in problems of scheduling, product mix etc.</p> <ul style="list-style-type: none"> <li>• Manage the Waiting line management to minimize the overall cost due to servicing and waiting.</li> <li>• Understand Network analysis to determine total project completion time, probability that a project will be completed by a certain date, least cost way of shortening total project completion time etc.</li> </ul>
3.	Human Resource Management	<ul style="list-style-type: none"> <li>• Understand and apply the policies and practices of the primary areas of HRM.</li> <li>• Synthesize information regarding the effectiveness of recruitment methods.</li> <li>• Understand the importance of HR's and their effective Management in Organizations.</li> <li>• Record governmental regulations affecting employees and employers.</li> </ul>
4.	Financial Management	<ul style="list-style-type: none"> <li>• Gain the knowledge on application of different techniques of capital budgeting under Risk less and risky conditions for the investment decisions.</li> <li>• Build the optimum capital structure to take the optimum financing decisions.</li> <li>• Gain the knowledge on the different concepts of cost of capital.</li> <li>• Understand the different methods of corporate restructuring and the principles of good Governance.</li> </ul>
5.	Marketing Management	<ul style="list-style-type: none"> <li>• Examine the role of consumers as purchasers and users of goods and services using various theories and models of consumer behaviour.</li> <li>• Develop comprehensive strategic and tactical plans for an organization.</li> </ul>
6.	Research Methodology	<p>To explore the research skills.</p> <p>To gain knowledge the systematic process of Research Methodology.</p>

### SEMESTER 3

1.	Business Policy & Strategic Analysis	To understand strategic planning and implementation of internal and external threat and opportunity. To know how the frame of Vision ,Mission, objective and Goals of Business.
2.	Security Analysis & Investment Management	To understand the concept of Investment Decision. To know risk and return tradeoff. To explore the knowledge of Financial Market.
3.	Business Legislation	It is deemed on the part of every citizen of the country to have full knowledge about the law of his country. Therefore, this subject imparts knowledge about various acts and laws related to the business and take out the best utilization of these laws in companies and business enterprises.
4.	Summer Training Report & Viva Voce Choose Any TWO Subjects From The Following:	To explore practical knowledge in business organization, Banks and Financial Institutions
5.	Financial Derivatives	It provides practical knowledge about the derivatives market and its working on daily basis in different stock markets which enable a student to obtain a job in stock markets by qualifying exams like NCFM, COMMDITY MARKET Etc.
6.	Multinational Financial Management	It creates for students to work in multinational firm and to learn complexities that are present in international market along with learning of international financial and investment decisions.
7.	Portfolio Management	Portfolio management is the selection, prioritization and control of an organization's programmes and projects, in line with its strategic objectives and capacity to deliver. The goal is to balance the implementation of change initiatives and the maintenance of business-as-usual, while optimizing return on investment.
8.	Project Planning Analysis & Management	The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among project stakeholders, and document approved scope, cost, and schedule baselines.

## SEMESTER 4

1.	Corporate Tax & Goods And Service Tax	Tax is an important aspect of our country as to run in any business or enterprise knowledge about corporate tax and GST is very important.
2.	International Financial Management	Identify the stages in International Business. <ul style="list-style-type: none"> <li>• Understanding cultural and political environment in the light of International trade Theories.</li> <li>• To gain knowledge of structure and functions of TRIPS, TRIMS, WTO.</li> </ul> It creates for students to work in multinational firm and to learn complexities that are present in international market.
3.	Funds Management in Banks	Student learns how the banks manages it funds according to the norms set regulatory authorities.
	Choose Any TWO Subjects From The Following:	
4.	Management of Financial Service	It enables to learn about various financial services provided by different financial institutions and make them eligible for working in these institutions as financial analysts.
5.	Financial Decision Analysis	Know about the financial market structure and participants in the markets. <ul style="list-style-type: none"> <li>• Gain knowledge on the different financial services which are available in India.</li> <li>• Know the role of merchant bankers in providing the financial and non financial Services.</li> <li>• Understand the Hire purchase and Lease assistance to micro small, small, medium and large scale business units.</li> </ul>
6.	Working Capital Management	Students learn methods and techniques to manage working capital. Along with procurement of funds from different sources as required.
7.	Dissertation & Viva Voca	To explore practical knowledge in business organization, Banks and Financial Institutions

**MBA (FM) 1<sup>st</sup> SEMESTER Session 2019-2020**

**MBA (FM) 6201 MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR (MPOB) Maximum Marks: 70**

**Unit I:** Management process : Nature, Concept, Theories and Significance of Planning, Organizing, Staffing, Directing and Controlling, Managerial skills and roles in an organization. Social responsibility of business

**Unit II:** Management Thought: System and contingency approach, Organisational behaviour; Concept, Nature, Role,

**Unit III:** Individual Behaviour: perception, attitude, value, learning, personality trait, Leadership; concept, types of leadership and theories. motivation: process and theories

**Unit IV:** Group Behaviour: Group dynamics and Emotional intelligence in organization, Group decision making, Leadership, Communication

**Unit V:** Organizational Behaviour: Organizational system, Organizational design and structure, Work Stress.

**Suggested Readings :**

Organisational Behaviour – Shashi K. Gupta, Rosy Joshi

Organisational Behaviour – Dr C, B, Gupta

MPOB – Dr. S.C. Saksena, Dr. Gaurav Sankalp

---

**MBA (FM) 6202 QUANTITATIVE METHODS (QM) Maximum Marks: 70**

**Unit I:** Nature, Scope and Significance of Quantitative Technique, Variable, Series and its Types; Measures of Central Tendencies : Mean, Median and Mode.

**Unit II:** Dispersion: Concept, Types and Measurement; Correlation: Concept, Types and its Measures; Regression Analysis: Concept and Application; Fitting the Regression Lines.

**Unit III:** Sample, Sampling Methods and its types, Sampling and Non Sampling Errors.

**Unit IV:** Probability Theory: Definitions and Terminology; Fundamental Models; Baye's Theorem; Random Variable and Probability Distributions: Binomial; Poisson and Normal Distribution.

**Unit V:** Time Series: Concept, Types, Components and Models, Fitting the trends; Index Number: Concept and Applications; Test of Adequacy and Fisher's Ideal Index Number.

**Suggested Readings :**

Quantitative Techniques and Methods – T.R. Jain, S.C. Aggarwal

Quantitative Techniques – C R Kothari

---

**MBA (FM) 6203 MANAGERIAL ECONOMICS (ME)Maximum Marks: 70**

**Unit I:** Firms and its Objectives: Theories of the firm-Managerial theory, Behavioral Approach theory, Growth theory, Satisfying theory, etc: Relevance of the Profit maximization in the modern context.

**Unit II:** Demand and its Determination: Concept of demand; Market theory and company demand; demand function; Determinants of demand; Demand elasticity-Price , income and cross elasticity; use of elasticity for analyzing demand; demand estimation; demand forecasting; demand forecasting of new product.

**Unit III:** Production and cost: Production function; concept of productivity; Isoquant; Ridge lines; Production Range; Isocost lines; Least cost combination of inputs; Producers equilibrium; Empirical production functions; Estimation of production function; Classification of cost; short run and long run costs; cost function; Law of variable proportions; Return to scale; Estimation of cost function; Problems of estimating cost and production functions.

**Unit IV:** Price and Output Relationship Under different Market Structure- Pure and perfect competition; Monopolistic competition, Oligopoly and Bilateral Monopoly; Discrimination monopoly; Pricing Practices and its types; Economics of Advertising cost.

**Unit V:** Macro Economics- Concept of GDP and GNP; Inflation types and impacts; Trade cycle: theories of trade cycle and business behaviour; Monetary and Fiscal Policies and their Effects on Business and Investment.

**Suggested Readings :**

Managerial Economics – H L Ahuja

Managerial Economics – D N Dwivedi

---

**MBA (FM)-6204- BUSINESS ENVIRONMENT**

**MAXIMUM MARKS 70**

**Unit I-**Concepts, Significance, Elements and Scanning techniques of Business Environment

**Unit II-**Economic Environment-industrial policy,Fiscal policy, Monetary policy, EXIM policy

**Unit III-**Legal & political Environment-Consumer protection Act 2018, Competition Act 2009, FERA & FEMA, Licensing policies, Trend shifting in legal and political environment.

**Unit IV-**International and Technological Environment- Multinational corporations, NRI contributions, WTO, World Bank, IMF, FDI and Rupee devaluation

**Unit V-** Policy environment: Liberalization, Privatization, and Globalization, second generation reform, Industrial policy, growth and changes.

**Suggested Readings :**

Business Environment – Dr. C.B. Gupta

Business Environment – Dr. V.C. Sinha

---

**MBA (FM)-6205- INDIAN ETHICS AND VALUE****Maximum Marks 70**

**Unit -I-** Nature and purpose of Ethics, Ethical Norms. **2.** Business Ethics, Theories of Business Ethics, Corporate Social Responsibility, Utilitarian Views on Business Ethics. **3.** Methods and means of checking corruption, Whistle blowing.

**Unit -II-** Indian Ethos: Concept, Culture and Management. Is Management Culture Bound? (A discussion). **5.** The Sources of Indian Ethos in Management: Vedas, Shastras, Smritis, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran(Why should Holy books of all religions be also included amongst source of Indian Ethos in management?) (Discussion) Example and Models from the above texts.

**Unit -III-** Value for Indian Managers: Values Vs Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management. Values are universal, Why should we call them Indian Values (Discussion).

**Unit -IV-**Human Behaviour – Indian thoughts, Guna Theory, Karma Theory and Sanskar Theory. **8.** Work Ethics & Ethics in Work: Life Goals or Purusharthas, Professionalism and Karma Yoga. **9.**Models of motivation and Leadership in Indian thoughts, Examples from scriptures.

**Unit -V-**Indian Heritage and Corporate Social Responsibility: Five fold debts (Pancha Rina) Vs Corporate Social Responsibility (Discussion) **11.** Management of the Self and Workplace Spirituality.

**Suggested Readings :**

Indian Ethos and Business Ethics – Dr.Saroj Kumar

Indian Ethos and Business Ethics – DR PRADIP SINHA, DR NITIN ZAWARE

---

**MBA (FM) 6206 ACCOUNTING FOR MANAGERS (AFM)****Maximum Marks: 70**

**Unit I:** Financial Accounting - Concept, Importance and Scope, , Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation.

**Unit II:** financial Statement Analysis, Funs Flow Analysis, The Statement of Cash Flows, Management Accounting - Concept, Need, Importance and Scope and responsibility centers.

**Unit III:** Cost Accounting - Records and Processes, Cost Ledger and Control Accounts, Marginal Costing and Absorption Costing.

**Unit IV:** Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and control, Job and Process Costing, Relevant Costing and Costing for Decision - Making, Standard Costing and Variance Analysis.



**Unit V:** Budget and Budgetary control, Performance Budgeting, Zero Base Budgeting.

**Suggested Readings :**

Accounting for Managers –Dr N.P. SRINIVASAN

Accounting for Managers – Dr SAROJ KUMAR, RAJ KUMAR SINGH

---

## **MBA (FM) -II SEMESTER**

### **MBA (FM) 6211 DECISION SUPPORT SYSTEM & MANAGEMENT INFORMATION SYSTEM** **Maximum Marks: 70**

**UNIT-1:Introduction: Concept evolution and meaning of MIS;** Goals of MIS; Information system for competitive advantage; Challenges in the development of MIS, MIS function in an organization.

**UNIT-2:Information and Managerial Effectiveness:** Information as a corporate resource, types of Information operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; Information systems for finance, marketing, manufacturing, research and development and human resource areas.

**UNIT-3: Decision Support Systems:** Evolution of DSS, Objectives of DSS, Classification, Characteristics, Components, Function, Group DSS, Executive Information System, Relationship between MIS, DSS, EIS & TPS.

**UNIT-4: Enterprise Resource Planning:** Introduction, Enterprise Modelling (EM), Role of IT in EM, Material Requirement Planning, Material Resource Planning (MRP-II), BPR, ERP implementation.

**UNIT-5: Implementation, Evaluation, Maintenance and Security of System:** Methods and steps in implementation of system; Approaches and process of evaluating MIS. Threats to information systems; Vulnerability, risk and control measures.

#### **Suggested Readings :**

MANAGEMENT INFORMATION SYSTEM – D P GOYAL

MANAGEMENT INFORMATION SYSTEM – A.K. GUPTA

DECISION SUPPORT SYSTEMS–GEORGE M. MARAKAS

---

### **MBA (FM)-6212- MANAGEMENT SCIENCE**

**MaximumMarks: 70**

**Unit I:** Management Science - Basic Concepts and its role in Decision Making; Linear Programming Problem: Graphical and Simplex Method; Duality

**Unit II:** Big M Method; Integer Programming Branch and Bound algorithm; Sensitivity Analysis; Goal Programming Problem

**Unit III:** Transportation Problem and Assignment Problem; Queuing Theory;

**Unit IV:** Network Analysis Techniques; PERT/CPM; Decision Theory and Decision Trees

**Unit V:** Inventory Management; Game Theory; Simulation.

**Suggested Readings :**

Operations Research – Prem Kumar Gupta, Dr D.S. Hira, Aarti Kamboj  
Operations Researc – Dr P.C. Tulsian, CA Bharat Tulsian

---

**MBA (FM)-6213-HUMAN RESOURCE MANGEMENT                      Maximum Marks: 70**

**Unit I:** Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment.

**Unit II:** Corporate Objectives and Human Resource Planning; Career and Succession Planning, Job analysis and Role Description.

**Unit III:** selection and recruitment, Manpower Training and Development.

**Unit IV:** Performance Appraisal and Potential Evaluation, Job Evaluation.

**Unit V:** Employee Welfare; Industrial Relations & Trade Unions

**Suggested Readings :**

Human Resource Management–K Aswathappa, Sadhna Dash  
Human Resource Management – R S Dwivedi

---

**MBA (FM)-6214- FINANCIAL MANGEMENT                      MaximumMarks: 70**

**Unit I:** Nature of Financial Management: Concepts and Objectives of Financial Management; Approaches of Financial Management.

**Unit II:** Time Value of Money, Valuation of Securities, Risk and Return, Beta Estimation, Cost of Capital.

**Unit III:** Investment Analysis: Capital Budgeting Decisions, Determining Cash Flow for Investment Analysis, Complex Investment Decision and Risk Analysis in Capital Budgeting

**Unit IV:** Capital Structure: Instruments of Long and short term sources of funds, Capital Structure Theories, Leverages Analysis, Dividend Theories and Policies

**Unit V:** Working Capital Management Concepts and its Types, Estimation of Working Capital, Determinants of Working Capital, Credit Policy, Receivable Management, Cash Management, Marketable Securities, Inventory Management;

**Suggested Readings :**

Financial Management – M Y Khan, P K Jain  
Financial Management – I M Pandey

---

**MBA (FM)-6215- MARKETING MANAGEMENT****Maximum Marks: 70**

**Unit I:** Nature and scope of marketing, the Marketing environment and Environment scanning.

**Unit II:** Marketing information system and Marketing research, Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning.

**Unit III:** Product decisions - product mix, product life cycle, new product development, branding and packaging decision, Pricing methods and strategies, Promotion decisions, Promotion mix, Advertising, Sales promotion, publicity and personal selling.

**Unit IV:** logistic Management, selection, cooperation and conflict of channel management.

**Unit V:** vertical marketing Implementation and systems, Evaluation and control of marketing efforts; new issues in marketing - Globalization, Consumerism, Green marketing, Relationship Marketing, Legal issues.

**Suggested Readings :**

Marketing Management – Philip Kotler

Marketing Management –Dr Amit Kumar

---

**MBA (FM)-6216- RESEARCH METHODOLOGY****Maximum Marks: 70**

**Unit I:** Nature, objectives, significance and Scope of Research, types of research, .research methodology and research instruments.

**Unit II:** Problem Formulation and Statement of Research, Organization Structure of Research; Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs;

**Unit III:** Methods of Data Collection Observational and Survey Methods; Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys.

**Unit IV:** data scaling, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods;

**Unit V:** Sample Design; Selecting an Appropriate Statistical Technique; testing of hypothesis, Z-Test, T-Test, Chi-square Test, ANOVA, Research Applications and research report.

**Suggested Readings :**

Research Methodology –C R KOTHARI, GAURAV GARG

Research Methodology – Deepak Chawla, NeenaSondhi

---



## **MBA (FM) 3<sup>rd</sup> SEMESTER Session 2017-2018**

### **MBA (FM) 7201 BUSINESS POLICY & STRATEGIC ANALYSIS (BPSA)**

**Maximum Marks: 70**

**Unit I:** Introduction to Strategies & Strategic Management

**Unit II:** Strategy Analysis and Phases of Strategy; Strategy Formulation and Implementation; Strategic Control and Evaluation;

**Unit III:** Business Policies and Decision Making Business Continuity Plan: Business Investment Strategies;

**Unit IV:** Strategies for Multinational Corporations and Alliances;

**Unit V:** Culture, Creativity and Innovation in Business & New Challenges and Trends in strategic management Role of Creativity and Innovation in Business; Business Ethics and Corporate Social Responsibility; Challenges in Strategic Management; Recent Trends in Strategic Management

#### **Suggested Readings:**

Business Policy and Strategic Management – Dr. S Senthil Kumar, M. Martha Durai  
Strategic Management and Business Policy- Thomas L. Wheelen, J. David Hunger

---

### **MBA (FM) 7202 SECURITY ANALYSIS & INVESTMENT MANAGEMENT (SAIM)**

**Maximum Marks: 70**

**Unit I:** Investments: Nature, scope, objective and Process of investments analysis, concept of return and risk analysis, measurement of return and risk: Systematic and Unsystematic Risk.

**Unit II:** Financial Market: primary market role, function and method of selling securities, appointment of bankers underwriters brokers register and mangers, allotment of share, Secondary Market : Role, importance, Process, type of brokers, trading mechanism, screen based trading Depository role and need; depositories Act 1996 ,Market Indices.

**Unit III:** Investment Alternatives: Investment instrument of Capital Market and Money Market, Valuation of Fixed and Variable securities Non Security forms of Investment, Government Securities, Mutual Fund, Real Estate and Gold.

**Unit IV:** SEBI: organization, Functions and Role, listing of securities in stock exchanges, sources of financial information.

**Unit V:** Fundamental Analysis: Economic analysis industry analysis and company analysis Technical Analysis: Trends, indicators, indices and moving average applied in technical analysis. Efficient Market Hypothesis: weak, semi-strong and strong market and its testing techniques.

#### **Suggested Readings :**

Security Analysis and Portfolio Management- Punithavathy Pandian

Investment Management- V.K.Bhalla

Security Analysis and Investment Management – Dr SambhuNath Singh

---

**MBA (FM) 7203 BUSINESS LEGISLATION (BL) Maximum Marks: 70**

**Unit I:** The Indian Contract Act, 1872: Essentials of a Valid Contract; Void Agreements; Performance of Contracts; Breach of Contract and its Remedies Quasi-Contracts;

**Unit II:** The Sale of Goods Act, 1930: Formation of a Contract; Rights of an Unpaid Seller;

**Unit III:** The Negotiable Instruments Act, 1881; Nature and Types; Negotiation and Assignment; Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument. Arbitration

**Unit IV:** The Companies Act, 1956 Nature and Types of Companies; Formation; Memorandum and Articles of Association; Prospectus Allotment of Shares; Shares and Share Capital. Membership; Borrowing Powers;

**Unit V:** Management and Meetings; Accounts and Audit; Compromise Arrangements and Reconstruction; Prevention of Oppression and Mismanagement, Winding Up, Consumer Protection Act and Cyber Laws;

**Suggested Readings :**

Business Law – MC Kuchhal

Business Legislation- MC Kuchhal, VivekKuchhal

---

**MBA (FM) 70208 SUMMER TRAINING REPORT & VIVA VOCE**

**Marks: 100**

---

**OPTIONAL PAPERS**

**Subject: Elective papers-** choose any TWO from the following group.

**MBA (FM) 7204 FINANCIAL DERIVATIVES (FD)**

**Maximum Marks: 70**

**Unit I:** Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders;

**Unit II:** Futures Markets and the use of Futures for Hedging; Forward and Futures Prices: Interest Rate Futures.

**Unit III:** Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving

Options; Black-Scholes Option Model: Binomial Model;

**Unit IV:** Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities

**Unit V:** Interest Rate, Derivative Securities; Derivatives Market in India.

**Suggested Readings :**

Financial Derivatives- S.L. Gupta

Financial Derivatives- CS DivyeshPatel

---

**MBA-7205: MFM (MULTINATIONAL FINANCIAL MANAGEMENT)**  
**Maximum Marks: 70**

**Unit I: Multinational Financial Management:** Growth and importance of international finance; Types of risk in International finance; Rewards in international finance.

**Unit II: Multinational Working Capital Management:** Short-term overseas financing source International management of cash. Accounts receivables and inventory management, Multinational Investment Decisions: Capital budgeting for multinational corporations, Financing Decision: Cost of capital for foreign investment and designing financial structure

**Unit III: International Financing:** Equity financing, bond financing, bank financing, direct loans. Government and development bank lending. Political Risk,

**Unit IV: International Portfolio:** Portfolio Investment, Benefits of International portfolio investment, Spreading risk, International capital asset pricing, International diversification.

**Unit V: International Tax Management:** Corporate taxes, Value Added Tax (VAT), Withholding Taxes, duties and tariffs; Branch verses subsidiary taxes. Tax havens, International Accounting and Reporting

**Suggested Readings :**

Multinational Financial Management- Alan C. Shapiro

International Financial Management- ThummuluriSiddaiah

---



**MBA (FM) 7206 - PORTFOLIO MANAGEMENT (PM)****Maximum Marks: 70**

**Unit I-** Portfolio Management: Meaning, importance and objectives of portfolio and portfolio management, Risk and Return- Definition types and importance.

**Unit II-** Portfolio Analysis: Risk Measurement; Estimating rate of return and standard deviation of portfolio returns; Effects of Combining securities; Markowitz risk- return optimization and Efficient frontier.

**Unit III-** Single Index Model: Sharpe's optimal portfolio; construction of optimal portfolio; optimal portfolio with short sales

**Unit IV-** Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing; Capital Asset Pricing Model and Arbitrage pricing theory/Model.

**Unit V-** Portfolio Evaluation and Revision: Evaluation criteria and portfolio revision techniques; International portfolio investment.

**Suggested Readings :**

Investment Management- V.K. Bhalla

Investment Analysis and Portfolio Management- Prasanna Chandra

Portfolio Management – Dr SambhuNath Singh

---

**MBA (FM) 7207 PROJECTS PLANNING, ANALYSIS & MANAGEMENT (PPAM) Maximum Marks: 70**

**Unit I:** Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties-Market Demand and Situations analysis.

**Unit II:** Technical Analysis-, Financial Analysis.

**Unit III:** Analysis of Project Risk; firm Risk and Market Risk; social Cost Benefit Analysis.

**Unit IV:** Multiple Projects and Constraints; Network Techniques for Project Management.

**Unit V:** Project Review and Administrative Aspects; Project Financing in India, Environmental Appraisal of Projects.

**Suggested Readings :**

Project Planning and Management- KundanSingh, M L Kansal

Projects – Prasanna Chandra

---

## **MBA (FM) -IV SEMESTER**

### **MBA (FM) 7211 Corporate Tax & Goods and Service Tax (C T& GST)**

**Maximum Marks: 70**

**Unit I:** Introduction to Tax Management: Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax.

**Unit II:** Tax Planning for New Business: Tax planning with reference to location, nature and form of organization of new business.

**Unit III:** Tax Planning and Financial Management Decision: Tax planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.

**Unit IV:** Tax Planning and Managerial Decisions: Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, replace, renewal or renovation, and shutdown or continue decisions.

**Unit V:** Need and Concept of GST, application of GST, SWOT Analysis of GST in Indian Scenario, Comparison of Indian GST Model & Canadian GST Model.

#### **Suggested Readings :**

Goods and Services Tax – Dr H.C. Mehrotra, Prof. V.P. Agarwal

Corporate Tax Planning & Management- Dr H.C. Mehrotra, Dr S.P. Goyal

---

### **MBA (FM)-7212- INTERNATIONAL FINANCIAL MANAGEMENT**

**Maximum Marks: 70**

**Unit I:** Multinational Financial Management - An overview; History and Evolution of the International Monetary and Financial system

**Unit II:** Eurocurrency Market, Euro banking and Euro-currency Centers, Euro-currency Futures and Options, Swaps, Syndicated Euro-credits; International Bond Markets -Introduction, New Issue Procedures in the Eurobond Markets, Types and Features of International Bonds; . New Instruments in International Capital Markets, International Banking

**Unit III:** Capital Budgeting -Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm

**Unit IV:** Balance of Payment; Taxation policy of the Multinational Firm

**Unit V:** The European Monetary system and Other Regional Artificial Currency Areas ; Risk analysis- Country Risk, Political Risk; International Portfolio Diversification, International Transfer Pricing.

---

**Suggested Readings :**

International Financial Management- ThummuluriSiddaiah

International Financial Management – V.K. BHALLA

---

**MBA (FM)-7213- FUNDS MANAGEMENT IN BANKS            Maximum Marks: 70**

**Unit I:** Concept of Asset-Liability management NII, NIM, Spread-Management in Banks; pricing a transfer price mechanism, liquidity risk analysis.

**Unit II:** Asset securitization, interest rate risk and its management, yield curve and interest rate structure forward rate agreements, interest rate swaps.

**Unit III:** Capital adequacy for banks. Prudential guidelines for Banks

**Unit IV:** Credit risk and pricing of products,

**Unit V:** The Indian foreign exchange market, Characteristics, Functioning and currency risk

**Suggested Readings :**

Funds Management In Commercial Banks – Dr.N. Kavitha, Dr.A. Ramachandran

Funds Management- Velu Raj Ramasamy

---

**OPTIONAL PAPERS:-Specialization Subject Elective-** choose any two from the followings-

**MBA (FM)-7214- MANAGEMENT OF FINANCIAL SERVICES**

**Maximum Marks: 70**

**Unit I:** Introduction of Financial system and Markets; concept, Nature and Scope of financial Services, Types of Financial Services, Regulatory Framework for Financial Services

**Unit II:** Financial Services- Mutual Funds; Merchant Banking Services; Inter-Corporate Loans, Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit and Debit cards facilities ; Banking and Insurance facilities ; Venture Capital, Factoring, International Financial Services

**Unit III:** Stock Market; Issue Management

**Unit IV:** Credit Rating Agencies in India.

**Unit V:** Depository Services in India

**Suggested Readings :**

Management of Financial Services – C. RamaGopal

Management of Financial Services–V.K. Bhalla

---

## **MBA (FM)-7215- MANAGEMENT OF FINANCIAL INSTITUTIONS**

**Maximum Marks: 70**

**Unit I:** The Role and Importance of Financial Institutions; Categories of Financial Institutions: Depository & Non-Depository Financial Institutions.

**Unit II:** Risk faced by Financial Intermediaries: An introduction to Risk Management and the Process of Risk Measurement & Mitigation.

**Unit III:** Interest Rate Analysis: Interest Rate in the Financial system: Yield Curve, Risk and Inflation

**Unit IV:** Financial Managements of Commercial Banks; Banking Law and Regulation: Provisions of RBI's Operations; Capital Adequacy and Capital Planning; Financial Planning of Financial institution financial Goals and Performance Statements;

**Unit V:** Insurance Companies-, Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India. Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, LITI, LIC, and Mutual Funds & International Aspects of Financial Institutions

### **Suggested Readings :**

Management of Financial Institutions – Meera Sharma

Management of Indian Financial Institutions –R.M. Srivastava, Divya Nigam

Financial Markets and Institutions- Dr Vinod Kumar, Atul Gupta

---

## **MBA (FM)-7216- FINANCIAL DECISIONS ANALYSIS**

**Maximum Marks: 70**

**Unit I:** Application of Linear Programming; Goal Programming; Regression analysis and Simulation technique in Financial Decision Making Areas.

**Unit II:** Corporate Debt Capacity Management Decision; Business Failure and Reorganization - Application of Multiple Discriminate analysis

**Unit III:** Decision Tree Analysis; Capital Expenditure Decision under Conditions of Risk and Uncertainty; Cost-volume-profit analysis under Conditions of Uncertainty;

**Unit IV:** Leasing Vs. Borrowing decisions; Sequences of Decisions; Replacement Decisions; Mergers and Acquisitions; takeover code: Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural. Aspects of Merger Decision;

**Unit V:** Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

### **Suggested Readings :**

Financial Decision Analysis –Anoop Pant

Quantitative and Financial Decision Analysis- O.P. Agarwal

---

**MBA (FM)-7217- WORKING CAPITAL MANAGEMENT**

**Maximum Marks: 70**

**Unit I:** Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements:

**Unit II:** Management of Cash - 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 III:** Managing Corporate Liquidity and financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances - Baumol Model, Beranek Model, Miller - Orr Model, Stone Model;

**Unit IV:** Receivable Management - Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analyze is and Decision, Heuristic Approach, discriminate Analysis, Sequential Decision Analysis; Inventory Management and Valuation, Inventory Control Models; Short-term financing,- Programming Working capital Management; Integrating Working Capital and Capital Investment Processes.

**Unit V:** 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.

**Suggested Readings :**

Working Capital Management- V.K. BHALLA

Management of Working Capital- DR. S.P. GUPTA

---

**MBA (FM)-70218-Project Study & Viva-voce**

**Maximum Marks: 100**

**THE END**