

MBA (Financial Management) Ordinance 2015
Institute of Economics & Finance
Bundelkhand University, Jhansi

These ordinances shall replace the existing MBA (Financial Management) Ordinances and shall be effective from the session 2015-16.

- 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 **84** 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 3rd & 4th semester elective courses shall be specialisation subject.

I Specialisation Subject 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.



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- 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 78 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 05	3 Credits each (100 marks each)	15	Generic Core (GC) courses 05	3 credits each (100 marks each)	15	30
III Semester			IV Semester			
Generic Core (GC) Course 04	3 credit (100 marks)	12	Generic Core (GC) Course 04	3 credit (100 marks)	12	24
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/Busi. Plan	6 Credits (100 marks) for Research Project/Business Plan	6	10
			Comp. Viva	2 credits (100 marks) for Comp.Viva	2	2
Grand Total of credit						78

- 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.

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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% weightage 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% weightage 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.

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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:



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The equivalence between grade and marks shall be as follows:-

(GPA is Grade Point Average)

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

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):

- 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.

$$SGPA (S_i) = \sum (C_i \times G_i) / \sum C_i$$

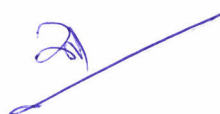
Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

- 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.

$$CGPA = \sum (C_i \times S_i) / \sum C_i$$

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.





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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 15 credits in the MBA (Financial Management) I Year (Semester I & II combined) for progression to MBA II Year.

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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.

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Papers in MBA (Financial Management)
2015-16 Onwards
Semester-1

Sr. No.	Course Name	Credit	Marks
1	Management process and organization behavior	3	100
2	Quantitative methods	3	100
3	Managerial Economics	3	100
4	Business Environment	3	100
5	Indian Ethos & Values	3	100
6	Accounting for Managers	3	100

Semester-2

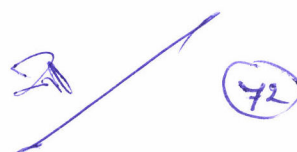
Sr. No.	Course Name	Credit	Marks
1	Organization Effectiveness & Change	3	100
2	Management Science	3	100
3	Human Resource Management	3	100
4	Financial Management	3	100
5	Marketing Management	3	100
6	Research Methodology	3	100

Semester-3

Sr. No.	Course Name	Credit	Marks
1	Business Policy & Strategic Analysis	3	100
2	Decision support system & Management Information System	3	100
3	Business law	3	100
4	Security Analysis & Investment Management	3	100
5	Specialisation Subject optional - choose any two from the following group. 1. Financial derivatives 2. Multinational Financial Management 3. Portfolio Management 4. Project Planning, Analysis and Management	3×2=6	100 (Each)
6	Summer Training Report & Viva Voce	4	100

Semester-4

Sr. No.	Course Name	Credit	Marks
1	corporate tax planning & Management	3	100
2	International financial management	3	100
3	Funds management in Banks	3	100
4	corporate evaluation & Strategic Management	3	100



5	Specialisation Subject optional - choose any two from the following group. 1. Management of financial services 2. Management of Financial Institutions. 3. Financial decision Analysis 4. Working Capital Management	3×2=6	100 (Each)
6	project study and comprehensive viva voce	8	200

SEMESTER -1

MBA 1.1 MPOB (MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR) Marks: 70

Unit I: Mangement 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.

MBA 1.2 QM (QUANTITATIVE METHODS)

Marks: 70

Unit I: Nature, scope, function and significance of Statistics,Data collection, Data presentation , Data Analysis.

Unit II: Measurement of Central Tendencies. Dispersion: application and techniques.skewness. Correlation and Regression, Association of attributes, Index number, Time series, Interpolation and extrapolation,

Unit III: sample, sampling methods, samling and non sampling errors, central limit theorem, sampling distribution .

Unit IV: Probability therioes: classical, neo-classical, models, conditional and Baye's theorem.probability distributions: normal, poisson and binomial.

Unit IV: statistical quality control: quality, quality control, control charts, acceptance sampling, vital statistics.

Department of Banking, Economics and Finance,
Bundelkhand University, Jhansi-284128

Syllabus

MBA (FM) – 103 Managerial Economics

1. Firm and its Objectives/ Theories of the Firm – Managerial theory, Behavioural approach, Growth theory, Satisfying theory, etc; Relevance of Profit maximisation in the modern context.
2. Demand and its Determination: Concept of demand; Market demand and company demand; Demand Function; Determinants of demand; Demand elasticity – Price, income and cross elasticity; Uses of elasticity for analysing demand; Demand estimation; Demand forecasting; Demand forecasting of new product.
3. Production and Cost: Production function; Concepts of productivity; Isoquants; Ridge lines; Production curve; Iso-cost lines; Least cost combination of inputs; Producer's equilibrium; Empirical production functions; Estimation of production function; Classification of costs-Short run and long run costs; Cost function; Law of variable proportion; Return to scale; Scale economies; Scope economies; Estimation of cost function; Problem of estimating cost and production functions.
4. Price and Output Relationship under Different Market Structures – Pure and perfect competition, monopolistic competition, oligopoly and bilateral monopoly; Discriminating monopoly; Pricing practices; Economics of advertisement costs; Types of pricing practices.
5. Macro Economics: Approaches and Concept of GNP and GDP, Inflation: concepts, types and impact; Trade Cycles; Theories of trade cycles and business behaviour; Monetary and Fiscal Policies and Their Effect on Business and Investment.

Books Recommended

1. Managerial Economics – P. Salvatore
2. Managerial Economics – Mose, Paul and Gupta
3. Managerial Economics – N. Indray and Maheshwari
4. A study of Managerial Economics – D. Gopal Krishna
5. Managerial Economics – D. C. Puri
6. Managerial Economics – R. L. D. Chakrabarti
7. Managerial Economics – Gupta
8. Managerial Economics, 4th Ed. – Craig Peterson
9. Managerial Economics, J. N. Nandanaprasad

(Prof. Rakesh K. Mishra) (Dr. C. P. Singh) (Dr. Subhash Chandra)

MBA 1.4 BE (BUSINESS ENVIRONMENT)**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, MRTP act, 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.

MBA 1.5 IEV (INDIAN ETHOS AND VALUES)**Marks: 70**

Unit I: Model of Managements in the Indian Socio-Political Environment

Unit II: Work Ethos; Indian Heritage in Production and Consumption; Indian Insight into TQM

Unit III: Problems Relating to Stress in Corporate Management - Indian Perspective; Teaching Ethics

Unit IV: Trans-cultural Human Values in Management Education; Relevance of Values in Management; Need for Values in Global Change - Indian Perspective; Values for managers; Holistic Approach for Managers in Decision Making; Secular versus Spiritual Values in Management

Unit V: Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

MBA 1.6 AFM (ACCOUNTING FOR MANAGERS)**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, Funds 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.

SEMESTER-2**MBA 2.1 OEC (ORGANIZATION EFFECTIVENESS AND CHANGE)****Marks: 70**

Unit I: An Overview of Concepts of Organizational Change; Effectiveness and Development; Skills of Change Agent;

Unit II: Organizational Climate and culture; Power and Politics

Unit III: The Process of Empowerment; Organizational Learning; Creativity and Innovation; Conflict and Negotiation;

Unit IV: Inter group Behavior and Collaboration; business Ethics and Corporate Governance;

Unit V: management of Gender Issues; Cross-Cultural Dynamics.

MBA 2.2 MS (MANAGEMENT SCIENCE)**Marks: 70**

Unit I: Management Science - Basic concepts and its role in decision making; sensitivity Analysis;

Unit II: Integer Programming Branch and Bound algorithm; Transportation and Assignment models including Transshipment and Routing Problems

Unit III: queuing Theory; Inventory Management

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

Unit V: Game Theory; Goal Programming, Simulation.

MBA 2.3 HRM (HUMAN RESOURCE MANAGEMENT)**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.

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Unit IV: Performance Appraisal and Potential Evaluation, Job Evaluation.
Unit V: Employee Welfare; Industrial Relations & Trade Unions

Marks: 70

MBA 2.4 FM (FINANCIAL MANGEMENT)

Unit I: Nature of Financial Management, concepts, aims, principle models, Objectives of Financial Management; Approaches, Financial Modeling

Unit II: Time Value of Money, Valuation of Securities, Risk and Return, Risk Management Using Derivatives Instruments, Portfolio Theories, 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, Corporate Restructuring, Dividend Theories and Policies

Unit V: Working Capital Management Concepts and Approaches, Estimation of Working Capital, Determinants of Working Capital, Credit Policy, Management of Receivables and Payables, Management of Cash, Marketable Securities, Management of Inventories, Working Capital Finance.

Marks: 70

MBA 2.5 MM (MARKETING MANAGEMENT)

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.

Marks: 70

MBA 2.6 RM (RESEARCH METHODOLOGY)

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.

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SEMESTER-3

MBA Semester III (paper code: 7201) BUSINESS POLICY & STRATEGIC MANAGEMENT (IN PLACE OF BUSINESS POLICY AND STRATEGIC ANALYSIS)

1. Strategy and the Quest for Competitive Advantage: Military origins of strategy - Evolution - Concept and Characteristics of strategic management - Defining strategy - Mintzberg's 5Ps of strategy - Corporate, Business and Functional levels of strategy - Strategic Management Process. (4 LECTURES)
2. Strategic Intent & Strategy Formulation: Vision, mission and purpose - Business definition, objectives and goals - Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development. (4 LECTURES)
3. Strategic analysis: Analyzing Company's Resources and Competitive Position - Organizational Capability Profile - Strategic Advantage Profile - Core Competence - Distinctive competiveness. (4 LECTURES)
4. Analyzing Company's External Environment: Environmental appraisal - Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP) - Industry Analysis - Porter's Five Forces Model of competition. (4 LECTURES)
5. Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysynergy - BCG Matrix - GE 9 Cell Model - Concept of Stretch, Leverage and fit (3 LECTURES)
6. Generic Competitive Strategies: Low cost, Differentiation, Focus. (3 LECTURES)
7. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. (8 LECTURES)
8. Tailoring Strategy to fit specific industry - Life Cycle Analysis - Emerging, Growing and Mature & Declining Industries. (4 LECTURES)
9. New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment - E-Commerce Business Model and Strategies - Internet strategies for Traditional Business - Key success factors in E-Commerce - Virtual Value Chain. (6 LECTURES)
10. Strategy implementation - Project implementation - Procedural implementation - Resource Allocation - Organization Structure - Matching structure and strategy. (3 LECTURES)
11. Behavioral issues in implementation - Corporate culture - McKinsey's 7s Framework - Concepts of Learning Organization (3 LECTURES)
12. Functional issues - Functional plans and policies - Financial, Marketing, Operations, Personnel, IT. (2 LECTURES)

13. Strategy Evaluation - Operating Control and Strategic Control - Symptoms of malfunctioning of strategy - Balanced Scorecard. (2 LECTURES)
 14. Cases in Strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class. (14 LECTURES)
- Books Recommended:**
1. Jack Welch and A. J. Wicks, *Strategic Thinking*, Harvard Business School Press, 2003.
 2. Stephen A. Waddock, *Strategic Management: Concepts and Cases*, 10th Edition, Pearson Education, 2009.
 3. Henry Mintzberg, Bruce A. Waters and Joseph A. McHugh, *Strategic Deception*, Free Press, New York, 1998.
 4. Gary Hamel and Prahalad, *C. K.* (1993), *Competing for the Future*, PBS Press.
 5. Ed. C. A. Montgomery, B. L. Porter, *Strategy - Making and Sustaining Competitive Advantage*, Harvard Business Review Press, 2004.
 6. Peter F. Drucker, *Managing in the Time of Great Change*, Truman-Larson Books / Plume Penguin Group, 1999.

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MBA 3.2 DSS& MIS (DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM)

Marks: 70

Unit I: Managements Information System: Definitions - Basic Concepts Frameworks - Major Trend's InTechnology, applications of information technology.

Unit II: Systems Development initiative Different Methodologies - Life Cycle & Prototype approach detailed study on Life Cycle Design & implementation Case Study.

Unit III: Managerial Decision Making: Decision making process problem solving techniques how decisions are being supported - decisions styles group decision makes features of various CBIS.

Unit IV: Decision Support System an Over vies: Relevance scope of DSS characteristic and capabilities of OSS components of OSS classification of DSS.

Unit V: Database management System: Sources of Data - data file environment database environment -data models - relevance of relational data base designing in DSS, Model Base management system: Types of models function, time certainty, uncertainty, risk structure OR models, Dichotomous model of mind - Simon's model in information system design simulation technique. Dialog is generation management system: User interface - graphics menus – Forms OSS tools - DSS generators - specific DSS. Construction a DSS: Steps in designing An OSS identification of decision, building - of DSMS, building of MSMS - building of DGMS, implementation, performance testing.

MBA 3.3 BL (BUSINESS LEGISLATION)

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.

MBA -3.4 SA& IM (SECURITY ANALYSIS & INVESTMENT MANAGEMENT)

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.

OPTIONAL PAPERS

Specialisation Subject Elective- chooses any two from the following group.

MBA -FD (FINANCIAL DERIVATIVES)

Marks: 70

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

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

Unit III: Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black-Schools 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.

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MBA- MFM (MULTINATIONAL FINANCIAL MANAGEMENT)

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, 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 versus subsidiary taxes. Tax havens. International Accounting and Reporting.

MBA -PM (PORTFOLIO MANAGEMENT)

Marks: 70

Unit I: Introduction to Portfolio Management - An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory.

Unit II: The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection, The Investment in Liquid Assets

Unit III: Portfolios of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier - The relationship between the Unrevealed and Leveraged Portfolio

Unit IV: 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.

Unit V: Portfolio Investment Process; bond Portfolio Management Strategies, Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

MBA- (PROJECTS PLANNING, ANALYSIS & MANAGEMENT)

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.

SEMESTER-4

MBA 4.1 CTPM (CORPORATE TAX PLANNING AND MANAGEMENT)

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.

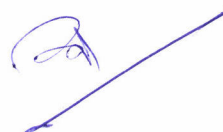
Unit V: Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure sector and backward areas: Tax Incentives for exporters. Tax Issues Relating to Amalgamation, Tax Planning with reference to amalgamation of companies. Tax Payment: Tax deductions and collection at source; Advance payment of tax.

MBA 4.2 IFM (INTERNATIONAL FINANCIAL MANAGEMENT)

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



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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.

MBA 4.3 FMB (FUNDS MANAGEMENT IN BANKS)

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

MBA (FM) 4.4 (CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT)

Marks: 70

Unit I: Nature and Scope of Strategic Management; Strategic Intent and Vision

Unit II: Concept of Core Competence, Capability and Organisational Learning; Process of Strategy Planning and Implementation.

Unit III: Strategy and Structure, Organisational Values and their Impact on Strategy;

Unit IV: Power Games amongst Competing Players: Chief Executive and Board, Work of Top Management~ Turnaround Management; Management of Strategic Change~ Mergers and acquisitions

Unit V: Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian context.

OPTIONAL PAPERS

Specialisation Subject Elective- chooses any two from the following group.

MBA -MFS (MANAGEMENT OF FINANCIAL SERVICES)

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: F Depository Services in India

MBA- MFI (MANAGEMENT OF FINANCIAL INSTITUTIONS)

Marks: 70

Unit I: The Role and Importance of Financial Institutions; financial management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions.

Unit II: Evaluating Risks and Returns of Assets and Liabilities of financial Institutions: Flow of Fund Analysis of the Borrowing and Lending Behaviour of financial Institutions-

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; Credit and Monetary Planning; Insurance Companies-, Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India.

Unit V: Capital Adequacy and Capital Planning; Strategy of Growth~ Problems of Time and Cost Over Runs; Financial Planning of Financial institution financial Goals and Performance Statements; Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, LITI, LIC, Mutual Funds, International Aspects of Financial Institutions.





MBA - FDA (FINANCIAL DECISIONS ANALYSIS)

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.

MBA - WCM (WORKING CAPITAL MANAGEMENT)

Marks: 70

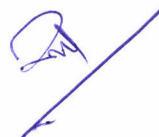
Unit I: Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements:

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 Analyse 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.



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