

MASTER OF COMMERCE (FINANCIAL MANAGEMENT)

SEMESTER 1

Course Title: Advanced Financial Accounting

Course Title		Weightage
Course Objectives: The objective of this course is to develop conceptual understanding of the fundamentals of financial accounting system this processes transactions and other events through a book-keeping mechanism to prepare financial statements, and also to impart skills in accounting for recording various kinds of business transactions. This paper aims to make students learn about the differences in financial statement preparation, measurement & presentation.		
Prerequisites: Thorough Knowledge of Financial Accounting		
Student Learning Outcomes: To familiarize and develop an understanding of the skills of accounting principles for effective recording of business operations of an entity. • To Define the function of accountancy in communicating, reporting and assuring financial information. • To understand the objectives of financial statement. • To explain the contribution and inherent limitations of financial statements in meeting stakeholders' needs for financial information • To calculate an estimate of the value of goodwill in the partnership firm.		
Module I Introduction to Financial Accounting		15% Weightage
Introduction, Accounting concepts & conventions, Recording of transactions-Journal, Subsidiary Books, Ledger, , Trial Balance, Rectification of		

Errors, Accounting Standards, Capital & Revenue items.(AS 1)	
Module II Application of Financial Accounting	25% Weightage
Assets Accounting: Depreciation Accounting Methods of depreciations, Accounting Standard AS - 16, Reserves & Provisions, Final Accounting of Sole Trade. (AS 4 & 5)	
Module III Accounting for Non- Profit Organization	25% Weightage
Meaning, Features. Introduction to organizational types, Preparation of Income and Expenditure Account and Balance Sheet; From Receipt and payment account with additional information and vice-versa. Single Entry System /Accounts from incomplete records: statement of Affairs method and final account method.	
Module IV Accounting for Consignment, Joint Venture, Hire Purchase	20% Weightage
Consignments: Feature, Accounting treatment in the books of the consignor and consignee. Joint Venture: Accounting procedures: Joint Bank Account, Records Maintained by Co-venturer of (a) All transactions (b) Only his own transactions. (Memorandum joint venture account). Hire Purchase: Books of Hire Vendors and Hire Purchaser for large value items including Default and repossession	
Module V Emerging Trends in Accounting and Finance	15% Weightage
Business Competitiveness and financing trends; Leasing: Financial lease and operating lease, Infrastructure lease. Financial Reporting: Value added statement, Human resource Accounting, Accounting for price level changes, Financial practices of shared services. Introduction to IFRS Framework	

Text Books/Reference Books:

- N Ramachandran&Kakani-“Financial Accounting for Management,” TMH 2016.
- SN Maheshwari& SK Maheshwari-“Corporate Accounting”, Vikas Publication 2016
- SK Bhattacharya, John Deardon-“ Accounting for Management text& cases”, Vikas Publication 2016
- Tulsian P.C 20-Financial Accounting, Tata McGraw Hill
- NandDhameja, KS Sastry&KapilDhameja –“Finance and Accounting for Managerial Competitiveness,” S.Chand& Co.2014.

References:

- 1.Ashish K. Bhattacharya : Financial Accounting for Business Managers : Prentice-Hall of India Pvt. Ltd. : 2015
 2. R. Narayanaswamy : Financial Accounting : A Managerial Perspective : Prentice-Hall of India Pvt. Ltd. : 2002
 3. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant : Accounting Text & Cases : Tata McGraw Hill Publishing Co. Ltd. : 2003
 4. Horngren, Sundem, Elliott : Introduction to Financial Accounting : Pearson Education : 2015
 5. S.P.Jain, K.L.Narang, SimmiAgrawal : Accounting for Managers : Kalyani Publishers : 2016
 6. D.S.Rawat : Students’ Guide to Accounting Standards : Taxmann : 2015
 7. S.P.Jain, K.L.Narang : Financial Accounting and Analysis : Kalyani Publishers : 2016
 8. T.P. Ghosh : Financial Accounting for Managers : Taxmann : 2015
 9. S.N.Maheshwari, S.K.Maheshwari : An Introduction to Accountancy : Vikas Publishing House Pvt. Ltd. : 2015
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Course Title: MANAGERIAL ECONOMICS

Course Objective:

To familiarize the students with theoretical concepts of modern Economic Analysis so that they can use these as inputs in managerial decision making process. Emphasis would be laid on the understanding of key economic variables both at micro and macro level which influence the business operations and strategies of the firm and the business environment under which they operate.

Pre-requisites: Nil

Course Contents/Syllabus:

	Weightage (%)
Module I: Theory of demand and supply	25
Nature and scope of economic analysis: its relevance for a managerial decision making, Demand analysis: nature of demand for a product- individual demand and market demand, demand by market segmentation. Demand function and determinants of demand. Supply function: determinants of supply of a product, law of supply. Elasticity of supply. Concept of elasticity of demand- income, cross, price and advertizing elasticity. Theorems on the price elasticity of demand. Applications of the concept of price elasticity of demand in business decisions. Demand forecasting-- need for forecasting and techniques of forecasting.	
Module II: Theory of production and cost	25
Production analysis: production function-- neo-classical, Cobb- Douglas, Leontief. Least cost combination of inputs for a firm. Concept of an isoquant-- smooth curvature and right angle. Returns to scale and returns to a factor. Expansion path of a firm. Cost Analysis: Costs relevant for management decision making. Economies of scale: Internal and External ,Cost Function: Cost and output relationship. Short Run and Long run. An Analysis of the Objectives of a Business Firm: Profit Maximization Model, Baumoul's Sales Maximization Model, Marris's Model Of 'Managerial Enterprise' Williamson's Model Of 'Managerial Discretion	
Module III: Market structure: price and output decisions	25
Pricing And Output Decisions – Perfectly Competitive And Monopoly Markets Pricing And Output Decisions –Under Monopolistically Competitive Market-- Product Differentiation; Price Discriminating Monopolist; Models Of Oligopolistic Market :Price Rigidity-- The Kinky Demand Curve Model Interdependence-- The Cournot Model, Price Leadership Models, Cartels And	

Collusion,	
Module IV: Macro Economic Analysis and Business Environment	25
Economic Policy and Analysis: Macro Economic Variables and Functional Relationships. Business Environment: An Exogenous Variable. Factors Influencing the Business Environment. National Income Analysis:. National Income Aggregates. Approaches to National Income Measurement. Models of Circular Flow of Money- Incorporating Savings, Investment, Foreign Trade and Government Sector. Models of Income Determination with emphasis on Keynesian Model. Concept of Investment Multiplier. Factors Influencing Consumption Function- Objective, Subjective And Structural. Demand and Supply of Money: Transaction, Precautionary and Speculative Demand for Money; Liquidity Preference Function; Components of Money Supply. Business Cycles: An Analysis of the Fluctuations in the Level of Economic Activity. Phases of Business Cycles. Inflation and Deflation: Demand - Pull and Cost -Push Inflation. Impact Of Inflation On Employment, Price Level And Other Macro Economic Variables An Analysis Of Policies To Control Inflation. Deflation. Monetary Policy: Objectives of Monetary Policy. Functions of Central Bank. Credit Policy and Its Implications on the Corporate Sector. Fiscal Policy: meaning ,objectives and impact on economy. Money Market ,Capital Market and Foreign Exchange Market	

Student Learning Outcomes:

On successful completion of the course the student shall

Develop a good understanding about the basic concepts of economics and objectives of business

- Students will **comprehensively understand, interpret, compare & contrast**, explain How demand and supply equilibrium is important for business and Various cost and production functions and also the market structures
- **Analyze** the Constituents and influence of various environmental factors on strategic choices. An overview of macro economics will be a precursor for making business decisions
- **Interpret** the basic concepts of National Income and the related concepts

Text Reading:

- Dwivedi DN, Managerial Economics, Vikas Publishing House
- Ahuja HL, Advanced Economic Theory, S.Chand & Sons
- Ahuja HL, Business Economics, S.Chand & Sons
- Chopra PN, Managerial Economics, Kalyani Publishers.
- Gupta, G.S. 2006, Managerial Economics, 2nd Edition,Tata McGraw Hill
- Peterson, H.C and Lewis, W.C. 2005, Managerial Economics, 4th Edition, Prentice Hall of India

References:

- Adhikari M., Managerial Economics, Excel Books.
- Peterson H. & W. Chris Lewis, Managerial Economic Analysis and Cases, Pearson Education.
- Varshney, R. Land Maheshwari, 1994 Managerial Economics, S Chand and Co.

- Koutsoyiannis, A. Modern Economics, Third Edition.

Additional Reading:

- R Ferguson, R., Ferguson, G.J and Rothschild, R.1993 Business Economics Macmillan.

Any other Study Material:

- Chandra, P.2006, Project: Preparation Appraisal Selection Implementation and Review, 6th Edition, Tata McGraw Hill.

Course Title: Financial Management

Course Objectives:

- Familiarizing the students with the financial environment of business, especially the financial markets
- Imbibing knowledge about the decisions and decision variables involved in building the liability side of balance sheet of the firm
- Developing the analytical skills by associating the tools and techniques with the situation
- Developing skills for interpretation business information and application of financial theory in financing related decisions

Pre-requisites: The participants must have basis understanding of Financial Accounting.

Student Learning Outcomes:

- Students will be able to appraise the Financial Environment and the Financial System.
- They will be able to analyze the various sources of finance and their optimum allocation.
- Students will be able to assess the rationale behind dividend decision and the retain earnings
- Recognizes the wealth creation processes.

Course Contents/Syllabus:

	Weightage (%)
Module I Introduction	20
Descriptors/Topics A Framework for Financial Decision-Making- Financial Environment, Introduction to Financial Markets and Financial Instruments Changing Role of Finance Managers, Objectives of the firm, Time Value of Money and Risk- Return Analysis	
Module II Financing Decision	25
Descriptors/Topics Leverage Analysis (EBIT-EPS analysis) and Computation of Cost of Capital (WACC &WMCC), Capital Structure Theories- Net Income Approach, Net operating Income Approach, Traditional approach & Modigliani Miller Model, Trade off Models, pecking order theory. Factors determining the optimum capital Structure.	
Module III Investing Decisions – Capital Budgeting and Working Capital Management	25
Descriptors/Topics Capital Budgeting - Estimation of Cash Flows, Criteria for Capital Budgeting Decisions Pay back, ARR, Discounted Payback NPV, IRR, PI, Issues Involved in Capital Budgeting, Risk analysis in Capital Budgeting – An Introduction Working Capital Management - Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables, Management of Cash and Marketable Securities, Financing of Working Capital.	
Module IV Dividend Decision	15
Descriptors/Topics Introduction, Factors determining dividend policy, and types of dividend. Theories of Dividend Decisions- MM Hypothesis, Walter Model, Gordon Model. Forms of Dividends- cash dividend, Bonus shares, stock split. Dividend policies in practice.	
Module V Valuations Concepts	15
Descriptors/Topics ROI, Economic Value Added, Market Value Added, Shareholders Value Creation.	

Text

- Van Horne, J.C. 2012, Financial Management and Policy, 12th Ed., Prentice Hall of India

References:

- Damodaran, A. 2012, Corporate Finance: Theory and Practice, 2nd Ed., Wiley & Sons..
- Brearly, R. A. and Myers, S. C. 2006, Principles of Corporate Finance, 8th Ed., Tata McGraw Hill
- Rustagi, R.P. 2012, Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.
- Pandey, I.M. 2013, Financial Management, 10th Ed., Vikas Publishing House

Course Title: STATISTICS FOR MANAGEMENT

Course Level: PG

Course Code: QAM601

Course Objectives: Course Objectives:

The objective of this course is to give students, a conceptual introduction to the field of Statistics and its applications and to develop the understanding of various statistical tools used for decisions making and how each applies to and can be used in the business environment. The focus on interpretation rather than computation develops competencies that will aid students in their future careers as managers.

Pre-requisites: Fundamental understanding and knowledge of pre-calculus algebra, and proficiency with a computer spread sheet program.

Course Contents/Syllabus:

	Weightage (%)
Module I Introduction	20%
Descriptors/Topics <ol style="list-style-type: none">1. Statistical thinking and analysis ;2. Statistics defined; Types of statistical methods - Descriptive and inferential statistics; Importance and scope of statistics ;.3. Scales of measurement;4. Basic statistical concepts: population and sample.	
Tabular and Graphical Descriptive Techniques using MS Excel: <ol style="list-style-type: none">1. Bar chart, Pie Chart, Histogram, Frequency Polygon, Ogive, Pareto Chart.2. Stem-and-leaf display, Cross tabulations, Scatter plot and Trend line.	

Numerical Measures <ol style="list-style-type: none"> 1. Arithmetic Mean, Median and Mode. 2. Partition Values- Quartiles, and percentiles. 3. Measures of Variability: Range, IQR; Variance, Standard Deviation, Coefficient of variation. 4. Use of MS Excel for Numerical Measures 	
Module II Probability and Probability Distributions Descriptors/Topics <ol style="list-style-type: none"> 1. Types of events and Algebra of events. Assigning probability to events; 2. Joint, Marginal and Conditional Probability. 3. Probability Rules; complement Rule, Multiplication Rule, Addition Rule, Bayes' Theorem. Probability Distributions: <ol style="list-style-type: none"> 1. Mean or Expected value of random variable. 2. Variance and Standard Deviation of random variables. 3. Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution. 4. Using MS Excel for computation of Binomial, Poisson and Normal probabilities. 	20%
Module III Sampling, Sampling Distribution and Estimation Descriptors/Topics <ol style="list-style-type: none"> 1. Sampling: Basic Concepts, Types of Sampling and Non-Sampling Errors and Precautions, 2. Central Limit Theorem, 3. Sampling Distribution of the mean, Sampling distribution of proportion. 4. Estimation: Types Estimates, Using z Statistic for estimating population mean, 5. Confidence interval for estimating population mean when population SD is unknown, 6. Estimating population mean using t Statistic (small sample case), and Confidence interval estimation for population proportion. 7. Using MS Excel for confidence interval construction. 	20%
Module IV Hypothesis Testing Descriptors/Topics Fundamental Concepts of Hypothesis Testing: <ol style="list-style-type: none"> 1. Developing null and alternate hypothesis, 2. Hypothesis testing procedure, the critical value of the test statistic, regions and rejection and non-rejection, 3. Type I error and Type II error, 4. Level of significance, 5. The confidence coefficient, The power of a test, 	20%

<p>6. The p-value approach to hypothesis testing.</p> <p>Inference about a Population:</p> <ol style="list-style-type: none"> 1. For single population mean using z-statistic, for single population mean using t-statistic, hypothesis testing for population proportion. <p>Inference about Comparing Two Populations:</p> <ol style="list-style-type: none"> 1. Inference about the difference between two population means – 2. Independent samples and Matched Samples, 3. Inference about the difference between two population proportions, Inference about the ratio of two population variances. <p>Analysis of Variance (Analysis and Interpretation of MS Excel Output only):</p> <ol style="list-style-type: none"> 1. Testing for equality of k- population means, <p>Chi-Squared Tests:</p> <ol style="list-style-type: none"> 1. Chi-squared goodness of fit test for mean, and test of independence. Using MS Excel for Chi-squared test. 	
<p>Module V Forecasting Techniques</p> <p>Descriptors/Topics</p> <ol style="list-style-type: none"> 1. Measures of Linear Relationship: covariance, coefficient of correlation. 2. Regression: Model, Estimating the coefficient using least squares method. Assessing the Model (Analysis and Interpretation of Excel Output only); 3. Standard Error of Estimate, Coefficient of determination, <p>Time Series Analysis:</p> <ol style="list-style-type: none"> 1. Variation in Time Series, Numerical application of trend analysis only. 	20%

Student Learning Outcomes: On completion of the course the student will be able to:

1. Arrange and describe information using numerical and graphical procedures.
2. Compute descriptive statistical measures to business situations.
3. Compute and apply probability distributions to model different types of business processes.
4. Perform Test of Hypothesis as well as calculate confidence interval for a population parameter for single sample and two sample cases.
5. Learn non-parametric test such as the Chi-Square test for Independence as well as Goodness of Fit.
6. Understand and apply forecasting techniques for business decision making and to uncover relationships between variables to produce forecasts of the future values of strategic variables

Text Reading:

- Keller, Gerald (2015), Statistics for Management and Economics, Cengage Learning.
- Sharma, J.K. (2014), Business Statistics, Pearson Education India.
- Anderson D.R; Sweeny D.J, Williams T.A (2015), Statistics for Business and Economics, Cengage learning.

References:

- Levin Richard I., Rubin David S., Siddiqui M.H., & Rastogi S., (2017), Statistics for Management, Pearson Education India
- Stephen .K.C. (2012), Applied Business Statistics: Text, Problems and Cases. New York: Harper and Row.
- Ken Black (2012), Business Statistics, Wiley Publication

Any other Study Material: To be decided in the class.

Course Title: Professional Communication**Course Objectives:**

This course aims to equip students with effective oral and written communication. Students will learn the difference between oral and written communication, and speaking in multicultural context, conducting and participating in meetings, the correct format of business documents.

Course contents/Syllabus:**Module I: Verbal and Non-verbal communication**

Oral Communication: forms, advantages and disadvantages. Written Communication: forms, advantages and disadvantages. Principles and Significance of Non-verbal communication. KOPPACT: Kinesics, Oculistics, Proxemics, Paralinguistics, Artifacts, Chronemics, Tactilics

Module II: Social Communication Essentials

Small Talk. Building rapport. Informal Communication: Grapevine-water cooler- Communication

Module III: Cross cultural Communication

Public speaking in multi-cultural context. Culture and context. Ethnocentrism, Stereotyping, cultural relativism.

Module IV: Meetings

Meetings: Meaning and importance. Purpose of meeting. Steps in conducting meeting. Written documents related to meeting: Notice, agenda, minutes.

Module V: Report writing

Types of reports. Significance of Report. Report planning. Process of Report writing. Visual Aids in Report

Module VI: Employment communication

Cover letter. Resume. Participating in a group discussion. Preparation for Interview. Appearing in Interview

Text and References:

- Krizan, Merrier, Logan and Williams. Effective Business Communication, New Delhi: Cengage, 2011
- Keyton. Joann. Communication and Organizational Culture. Sage Communications

Semester II

Course Title: FINANCIAL ENGINEERING

Course Objectives: Finance has evolved as an exciting discipline in terms of innovations in the recent past. The objective of the course is on the use of mathematical models on financial instruments and knowledge of innovative tools of financial engineering called derivatives. Financial Engineering starts where financial analysis ends .

Course Contents/Syllabus:

	Weightage (%)
Module I Introduction to Financial Engineering & Risk Management	20
Descriptors/Topics Changing Environment and Increasing Price Risks, Financial analysis vs financial engineering ,Financial Engineering as a response to Increased Risks, Knowledge base of a financial engineer-mathematical & statistical skills, Modeling skills, Product Knowledge, knowledge of relevant technology, accounting, tax and legal; Types of Risks and Risk Management, Tools of Risk Management.	
Module II : Futures and Forwards	20
Descriptors/Topics The Futures Markets, Buying and Selling Futures, Static and dynamic hedging , Devising a Hedging Strategy Using Futures, Stock Index Futures, Short Term and Long Term Interest Rate Futures.	
Module III : Options	20
Descriptors/Topics Options Markets; Properties of Stock Option Prices; Option Pricing Models – Binomial Model, Black-Scholes; Model, Single Period Options – Calls and Puts.	
Module IV : Swaps & (Forward Rate Agreements)FRAs	20
Descriptors/Topics Structure of a Swap, Interest Rate Swaps, Currency of Swaps, Commodity Swaps, Other Swaps, Credit Risk and Credit Derivatives.	
Module V: Innovative derivative Instruments	20
Descriptors/Topics Debt Market Innovations, Mortgage Backed Securities, Exotic Options, Synthetic Instruments, Developments in Equity-Based Strategies, Direct and Cross Hedges, Future Trends and Issues in Financial Engineering. Latest Developments, Trends and Practices -role of derivatives in the economic meltdown in the world including The Barings Bank Disaster	

Student Learning Outcomes: On the successful completion of this course the student will be able to:

- Develop thinking in terms of innovative solutions to financial problems with particular emphasis on understanding new risks, which the changing scenario of finance is creating for individuals and firms.
- Design an understanding of various types of derivatives and their risk return relationships.
- Apply skills in forming effective strategies to cope with the changing risk environment.
- Appraise the student by providing an exposure to the latest developments and trends in the field of derivatives.

Text Reading:

- Financial Engineering by Lawrence C. Galtiz, Irwin

References:

- Marshall, J. F. and Bansal, V. K. 2006. Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.
- Hull, J. C. 2013, Introduction to Futures and Options Markets, 9th edition, Prentice Hall of India.
- Edwards, F. R. and Ma, C. W. 1992, Futures and Options, McGraw-Hill International.
- Rebonato, R. Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.
- Kolb, R. W. Understanding Futures Markets, Prentice Hall of India.
- Paul Glasserman, Monte Carlo Methods in Financial Engineering, Springer.
- Riccardo Rebonato, Volatility and Correlation, 2nd edition, Wiley, 2004.

- Damiano Brigo and Fabio Mercurio, Interest Rate Models - Theory and Practice, 2nd edition, Springer, 2006.
- Riccardo Rebonato, Modern Pricing of Interest-Rate Derivatives: The LIBOR Market Model and Beyond, 1st edition, Princeton University Press, 2
- Philipp J. Sconbucher, Credit Derivatives Pricing Models, 1st edition, Wiley, 2003.
- Investment Science by David G. Luenberger
- Investments by Bodie, Kane and Marcus
- Quantitative Finance by T.W. Epps

Reading:

Any other Study Material:

Course Title: Risk Management

Level: PG

Course Objectives The course will help students to understand various types of risk obtaining in the banking industry. They will be sensitized towards various risk in particular Operational risk, management of risks, their mitigants and introductory knowledge of Basel norms on capital adequacy.

Course Contents:

Pre-requisites: Any graduate can do it

Student Learning Outcomes:

SL01 Provide an overview of the subject of Risk Management in Banks

SL02 Appreciate and understand various types of risk like Credit market, Operational etc and their mitigants various types of risk like Credit market, Operational etc and their mitigants

SL03 Appreciate and Understand Capital Adequacy norms as recommended by Basel committee I, II and III, and their implementation in India.

SL04 Appreciate and understand how to measure and control various risk with the help of tools like exposure caps Sectoral caps

SL05 Appreciate and understand the basics of Asset Liability Management, ALCO and tools like duration analysis, gap analysis etc.,

SL06 Appreciate and understand basics of terms like Prudential norms, importance of exposure limits prescribed by RBI and implemented by the banking industry, Income recognition norm and Provisioning norms.

SL07 Appreciate and understand the concept of delegation and accountability with ethics in banks

SL08 This will help the students in Understanding and appreciating the latest in the banking industry relating to Risk Management.

Course Contents/Syllabus:

	Weightage (%)
Module I : Role Definition and policies	10
Introduction to Risk, Definition and process of Risk, Need for Risk Management in Banking Industry, Importance of Compliance to Policy, Rules and Regulations in the Banks.	
Module II: Key Risks	20
Credit Risk, Interest Rate Risks, Market Risks, Currency Risk, Operational Risk, Liquidity Risk, Legal Risk, Risk Mitigants	

Module III: Basel Norms	15
Introduction to Basel I, II and Basel III norms, Capital Adequacy Norms, CRAR	
Module IV: Risk Measurement and Control	15
Calculations, Risk Exposure Analysis, Risk Management Mitigation Policy, Exposure limits, Capital Adequacy norms, Tier I and Tier II Capital, Hybrid Instruments to raise Capital.	
Module V: Asset Liability Management	10
ALM Concept, ALM organization, ALCO functions, techniques and tools, gap, duration Analysis.	
Module VI: Risk Management (General)	10
Prudential Norms, Exposure limits Prescribed by RBI, Regulatory Prescription including Income Recognition and Provisioning Norms.	
Module VII: Concept of Delegation and Accountability	10
Explain the importance of delegation of duties, performance and accountability with focus on ethics	
Module VIII: Beyond Class Room	10
A student centric module wherein students will be required to READ, COMPREHEND, PRESENT LEARN, & DISCUSS Articles/ Reports etc. as identified / selected by them OR core faculty on matters relating to Banking. .	

Text & References:

- Banking Theory & Practice , L.C.Shekhar &Lakshemy Shekhar (VIKAS)
- Risk Management, IIBF, (MACMILLAN)RBI Website

Any other Study Material:

- **Daily News papers & Business Mmagazines**

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives: This course aims at developing an understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges. It aims at providing an in-depth knowledge of the theory and practice of portfolio management. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions in the context of portfolio investment

Pre-requisites: The Student must have the Understanding Financial Management

Course Contents/Syllabus:

	Weightage (%)
Module I Nature and Scope of Investment Management and Portfolio Analysis: Overview	20
Descriptors/Topics Basics of stock markets. Investment versus Speculation, Investment Alternatives and Their Evaluation, Financial Markets, Portfolio Management Process, Approaches to Investment Decision Making, Common Errors in Investment Management, and Qualities of Successful Investing. Role of Portfolio Management, Portfolio Management Practices in International markets	
Module II : Basic Concepts and Methods	20
Descriptors/Topics Risk and Return –Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk. Fundamental Analysis: Economic Analysis, Industry Analysis , Company Analysis Framework Technical Analysis : Basic Tenets of Technical Analysis – Dow Theory – Behavior of Stock Prices – Major Trends – Charts and Trend Lines – Resistance and support Lines – Different Patterns, Elliot Wave Theory, Efficient market theory.	
Module III : Modern Portfolio Theory	20
Descriptors/Topics Portfolio Theory: The Benefits of Diversification, Diversification and Portfolio Risk, Portfolio Return and Risk, Measurement of Co movements in Security Returns, Calculation of Portfolio Risk, Efficient Frontier, Optimal Portfolio. Capital Asset Pricing Model – Assumptions – Inputs Required for Applying CAPM, The Capital Market Line – Security Market Line, Pricing of Securities with CAPM. FAMA French Model, Limitations for all models.	
Module IV : Equity Valuation	20

Descriptors/Topics Equity Valuation: Balance Sheet Techniques- Book value, Liquidation value, Replacement cost. Discounted Cash Flow Techniques: Dividend discount model, Free cash flow model. Relative Valuation Techniques: Price-earnings ratio, Price-book value ratio, Price-sales ratio.	
Module V: Portfolio Management	20
Descriptors/Topics Specification of Investment Objectives and Constraints, Selection of Asset Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation. Latest Developments, Trends and Practice - . Structure of Forward and Future Markets. Interpretation of Future and Option Price Quotations	

Student Learning Outcomes: On the successful completion of this course the student will be able to:

- Understand the various alternatives available for investment.
- Interpret and measure risk and return.
- Develop and understand the relationship between risk and return.
- Value the equities and bonds.
- Apprise of the various recent instruments and strategies followed by investment practitioners.

Text Reading:

- Investment Analysis and Portfolio Management, Chandra, P (Tata McGraw Hill Publishing Co. Ltd.)

References:

- Security Analysis and Portfolio Management, S. Kevin (PHI Publications)
- Investment Analysis and Portfolio Management, 6e, Frank K. Reilly and Keith C. Brown (Dryden Press)
- Modern Investments and Security Analysis, Fuller R J; Farrel JL (McGraw Hill)
- Security Analysis and Portfolio Management, 6e, Fischer DE & Jordan R J (Prentice Hall).
- Portfolio Construction, Management & Protection, 3e, Strong, R.A., Thomson Learning Pvt. Limited
- Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R (Tata McGraw Hill Publishing Co. Ltd.)
- Investments, 6e, Bodie, Zvi; Kane, Alex; Marcus, Alan J; Mohanty, Pitabas (Tata McGraw Hill Publishing Co. Ltd.)
- Modern Investment Theory, 5e, Haugen, Robert A (Pearson Education)
- Investments: Analysis and Management, 8e, Jones, Charles P (John Wiley & Sons)

COURSE TITLE: BUSINESS RESEARCH METHODS

Course Objectives:

- To understand the way in which systematic research can be conducted to describe, explain, and predict phenomena of interest.
- To develop practical knowledge and skills to understand and carry out research projects
- To develop understanding of the basic techniques and tools for conducting research.
- To develop contents and organization of both the written report and oral presentation for which the research study was done.

Pre-requisites:

Knowledge of fundamentals of quantitative techniques

Student Learning Outcomes: By the end of this course, students will be able to

1. Analyze qualitative and quantitative data, and explain how evidence gathered supports or refutes an initial hypothesis.
2. Evaluate critically the quality of research by others
3. Formulate research questions designed to test, refine, and build theories
4. Identify and demonstrate facility in research designs and data collection strategies that are most appropriate to a particular research project
5. Formulate a complete and logical plan for data analysis that will adequately answer the research questions and probe alternative explanations
6. Interpret research findings and draw appropriate conclusions

Course Contents/Syllabus:

	<i>Weightage (%)</i>
Module I Nature and Scope of Research Methodology	20
Types of research: Exploratory, Conclusive (Descriptive and Causal), Research process and steps in conducting research; Approaches of research: deductive, Inductive, qualitative and quantitative; Planning a research project: Problem identification and formulation. Research Design: Exploratory, Descriptive and Experimental.	
Module II Research Methods and Data Collection Technique	20
Research modelling: Types, and Stages; Data collection methods: Survey, Observation and Questionnaire ; Questionnaire Design: Steps in constructing a questionnaire, Types of questions, Attitude measurement ; Scaling techniques: Ratio, interval, ordinal and nominal ; Sampling Plan: Sampling frame, sample selection methods- Probability and non- probability, sample size; Sampling and non-sampling errors; Editing, tabulating and validating of data.	

Module III Data Analysis Techniques	30
<p>Descriptive statistics, Review of hypothesis testing procedures:</p> <p>Parametric tests (z-test, t-test, and F-test) and Non-parametric test(Chi-square test, One-way and two-way ANOVA)</p> <p>Associative and Predictive analysis: Correlation and Regression- bivariate and multivariate</p> <p>Multivariate Techniques: Multi-Dimensional scaling, Data reduction (Factor analysis) and cluster analysis</p> <p>Data Analysis: Introduction to statistical software SPSS 21.0</p>	
Module IV -Field Project and Report Writing	30
<p>Pre-Writing considerations, Research report components, Common Problems encountered when preparing the Research Report. Presenting research report.</p>	

References

- Cooper D R, Schindler P S and Sharma J K (2012) ; Business Research Methods, McGraw Hill Education
- Zikmund William G; Business Research Methods, Thomson South- Western
- Bryman and Bell; Business Research Methods, Oxford University Press
- Malhotra, Naresh (2007); Market Research, Prentice Hall of India
- Churchill, Gilbert A, Iacobucci, Dawn (2008); Marketing Research: Methodological Foundations, South Western
- Panneerselvam R(2006); Research Methodology, Prentice Hall of India

Software:

Students can use SPSS 21.0 for analyzing the data for marketing research

Semester III

Course Title: FINANCIAL REPORTING & DECISION MAKING

Course Objectives:

The course aims to

- develop an understanding of how to prepare financial reports and
- then how to analyze what those numbers really mean. Every manager has incentives to present his or her firm in the most favorable light to lenders, equity investors and others. And, every manager wants to use the flexibility allowed by GAAP to manage the firm's earnings to achieve certain goals.

Prerequisites:

Student should be interested in Accounting and understand the basics of financial statements

Student Learning Outcomes:

- The student who successfully completes this course will be better positioned to identify, relate and select reporting and decision making activities
- By the end of the course, the student will be able to gain working knowledge of the professional standards, principles and procedures developed globally.
- By the end of the course, the student will be able to familiarize with recent developments in the area of financial reporting, and
- By the end of the course, the student will be able to gain ability to solve financial reporting and valuation cases

Course Contents/Syllabus:

	Weightage (%)
Module I Accounting Standards	20
1. Overview of International Accounting Standards (IAS), 2. International Financial Reporting Standards (IFRS), 3. IND AS, Significant difference vis-a-vis Indian Accounting Standards, 4. Understanding of US GAAP, 5. Applications of IFRS and US GAAP.	

Module II Corporate Financial Reporting	20
<ol style="list-style-type: none"> 1. Issues and problems with special reference to published financial statements 2. Including group financial statements of holding and subsidiary company. 3. Developments in External Reporting, 4. Corporate Governance 	
Module III Reporting and disclosures of Financial Instruments	20
<ol style="list-style-type: none"> 1. Financial Reporting by Mutual funds, 2. Non-banking finance companies, 3. Developments in Financial Reporting- Value Added Statement, 4. Economic Value Added, Market Value Added, 5. Shareholders' Value Added, 6. Human Resource Reporting, 7. Inflation Accounting 	
Module IV Liquidity of Short-term Assets	20
<ol style="list-style-type: none"> 1. Financial ratios As perceived by corporate controllers (Most significant ratios and their primary measure, key financial ratios included as Corporate Objectives); Financial Ratios used in Annual Reports. 2. Related debt paying ability & Long-term Debt-paying Ability, Current Assets, Current liabilities and the Operating cycle; Current Assets Compared with Current liabilities (working capital, current ratio, acid test ration, cash ratio); 3. Other liquidity consideration(sales to working capital turnover ratio, liquidity considerations not on the face of the statements);Income statement consideration when determining debt-paying ability; 4. Balance Sheet consideration when determining debt-paying ability 	
Module V Profitability measures for the investor	20
<ol style="list-style-type: none"> 1. Profitability Measures (Net profit Margin, Total Asset Turnover, Return On Asset, DuPont return On Assets, 2. Interpretation through DuPont Analysis, Operating Income Margin, Operating Asset Turnover, Return On Operating Assets, Sales to Fixed Assets, 3. Return on Investments, Return On Total Equity, Return On Common Equity, Gross profit Margin) ; Trends in Profitability; Leverage and its effects on the earnings; Earnings per common share; Price/Earnings Ratio; 4. Percentage of Earnings Retained; Dividend Payout; Dividend Yield; Book Value per share; Stock Options 	

Text:

- Financial Reporting by Tulsian, Tulsian, S.Chand and Company Pvt Ltd
- Financial Statement Analysis by D Bhattacharya , Pearson

References:

- Financial Reporting and Analysis by Charles H. Gibson- Cengage Learning
- Cases in Financial Reporting by Charles H. Gibson- Cengage Learning
- Financial Reporting and Analysis - Lawrence Revsine, Daniel W. Collins W. Bruce Johnson
- Guide to Financial Reporting and Analysis - John Wiley & Sons
- Financial Statement Analysis-K. R. Subramanyam, John Wild
- Analysis of Financial Statements-Leopold Bernstein Financial
- Reporting and Analysis- Charles H. Gibson
- Interpreting Company Reports-10th Edition, Geoffrey Holmes, Alan Sugden, Paul Gee

Course Title: PROJECT PLANNING, APPRAISAL AND CONTROL

Course Objectives: The objective of the course is to make the students familiar with financial planning, analysis, selection, and implementation and review the capital expenditure investments. This also aims to acquaint the students with the application of mathematical and statistical tools for analyzing managerial problems in order to arrive at a decision w.r.t. the capital expenditures.

Pre-requisites: Students should have the basic knowledge of Financial Management.

Student Learning Outcomes: Students would be able to: Develop the

- profitability projections.
- Develop the strategies employed in managing risk.
- Practice project management decisions and Control

Course Contents/Syllabus:

	Weightage (%)
Module I Overview of Project Management	15
Descriptors/Topics : Capital Expenditures, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Strategic Position and Action Evaluation (SPACE), Generation and Screening of Project Ideas, Time Estimation, PERT Model, CPM Model	
Module II Non Financial Appraisal	15
Descriptors/Topics: Economic Appraisal, Social Cost Benefit Analysis, Net Benefit in terms of Economic Prices, Measurement of the Impact on Distribution, Corporate Appraisal, Technical Appraisal, Environment Aspect	
Module III : Financial Appraisal	25

Descriptors/Topics :Estimation of Cash Flows: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Projected Balance Sheets, Multi Year Projections, Basic Principles for Measuring Project Cash Flows, Components of the Cash Flow Stream, Biases in Cash Flow Estimation, Feasibility Report	
Module IV :Project Risk Management	25
Descriptors/Topics :Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis, Project Risk Management	
Module V: Project Control	20
Descriptors/Topics: Forms of Project Organization, Project Control, Human Aspects of Project Management, Pre-requisites for Successful Project Implementation, Performance Audit, Project Leadership, Project knowledge Management, Closure and Audit	

Text & References:

- **Chandra P., 2009, Projects: Planning, Analysis, Financing, Implementation & Review, 7th Ed.** Tata McGraw-Hill Publishing. Clifford Gray, Project Management,
- Richward D. Irwin, (Latest Edition)
- Meredith J.R. & Mantel S.J., Jr., 2000, Project Management: A Managerial Approach, 4th Ed. John Wiley & Sons.
- Patel B.M., 2000, Project Management: Strategic Financial Planning Examination & Control, Vikas Publishing House Pvt. Ltd. Finnerty J. D., 1996, Project Financing: Asset-Based Financial Engineering, Wiley
- Newbold C.R., 1998, Project Management in the Fast Lane: Applying Theory & Constraints, St. Lucie Press Diwan P., Project Management, Deep & Deep Publications
- Anthony R.N. & Govindrajan V., 1998, Management Control Systems, 9th Ed. Tata McGraw-Hill
- Desai V., 1997, Project Management, 1st Ed. Himalaya Publishing House
- Thakur D., 1992, Project Formulation & Implementation, Deep & Deep Publications Dayal R., Zachariah P.
- & Rajpal K., 1996, Project management, 1st Ed. Mittal Publications
- Goel B.B, 2001, Project Management: A Development Perspective, Deep & Deep Publications
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Course Title: Strategic Financial Management

Course Objectives: The objective of the course is to make students learn the intricacies of formulating and implementing Financial Strategies and the Financial Mix

Pre-requisites: The student must have a basic understanding of Financial Management

Student Learning Outcomes: On the successful completion of this module the student will be able to acquire an in-depth knowledge of the following:

- Various functions associated with making successful Financial strategy for business units
- Practice and procedures relating to valuation of Business.
- An insight into management of various long term financing Instruments

Course Contents/Syllabus:

	Weightage (%)
Module I : Introduction to Financial Strategy and Planning	20%
Descriptors/Topics Meaning of Strategy and Planning, Definition of Strategic Financial Management, Financial Forecasting and their techniques. Financial Planning Process, Decision making and Problem solving Process, Corporate Governance.	
Module II: Risk evaluation in Capital Budgeting	20%
Descriptors/Topics Decision making in risk and uncertainty, Profitability Analysis, Value of Financial Information, Sensitivity Analysis, Simulation, Risk Adjusted Discount rate.	
Module III : Valuation of Business	20%
Descriptors/Topics Value of Share and Company, Asset based Valuation, Valuation relative to Industry Averages, DCF valuation Models, Valuation based on Company fundamentals	
Module IV : Sources of International Long term Finance	20%
Descriptors/Topics Risks associated with International Projects Financing, Issue of ADR's/ GDR's, FCCBs and FCEBs, ECBs and FDIs , Foreign Capital Markets and Instruments, Other International Financing Sources.	
Module V: International Trade Finance	20%

Descriptors/Topics	
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Forms of Export Finance, Documentary Credit, Export Credit and Insurance, Bilateral Credit, Special Economic Zones, Disinvestment and their strategies.	
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Text & References:

- Jakhotiya G P Strategic Financial Management Vikas Publishing House, 2010

References:

- Khan, M.Y. & Jain, P.K., Basic Financial Management, Tata McGraw Hill, ND, 2009
- Brealey, R.A. & Myers, S.C., Principles of Corporate Finance, Tata McGraw Hill, ND, 2009
- Khan, M.Y., India Financial Services, Tata McGraw Hill, ND, 2008
- Ravi M, Kishore, Strategic Financial Management Taxmann's 2011 Edition.
- Damodaran, A. 2004, Corporate Finance: Theory and Practice, 2nd Ed., Wiley & Sons.
- Van Horne, J.C. 2006, Financial Management and Policy, 12th Ed., Prentice Hall of India.
- Brearly, R. A. and Myers, S. C. 2006, Principles of Corporate Finance, 8th Ed., Tata McGraw Hill
- Pike, R and Neale, B. 1998, Corporate Finance and Investment: Decisions and Strategies, Prentice Hall of India
- Rustagi, R.P. 1999, Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.
- Pandey, I.M. 1999, Financial Management, 9th Ed., Vikas Publishing House

COURSE TITLE: CORPORATE RE-STRUCTURING, MERGERS & ACQUISITIONS

Course Objectives: Corporate Re-structuring, Mergers and Acquisitions has become topics of great importance in the global corporate arena. The students will learn to examine the reasons to acquire, choice of target and recognition of the anticipated challenges, risks and pitfalls of the approach. They will also study some instances of corporate restructuring, whether they are driven by strategic considerations of external pressures, and again, the potential sources of value creation, risks and challenges.

Pre-requisites: Candidates having basic knowledge of financial management

Student Learning Outcomes: On the successful completion of this course the student will be able to:

- Identify the key issues and concepts of mergers and acquisitions.
- Understand the major strategies that underlie most M&A transactions.
- Examine the necessary conditions for value to be created.
- Assess various case studies to analyze valuation strategies, pre and post merger issues and challenges.

Course Contents/Syllabus:

	Weightage (%)
Module I: Basics of Corporate Re-structuring, Mergers and Acquisitions	20
Descriptors/Topics Meaning of Corporate Restructuring, various forms of Corporate Restructuring, Objectives of mergers, types of mergers, Horizontal, Vertical, Conglomerate. The Merger and Acquisition Process, Theories of Merger, Success and failure of Merger & Acquisition. De-merger, spin offs, split ups, split offs, Reverse Merger. Difference between De-merger and Reverse Merger. Takeover Tactics and Takeover Defenses	

Module II: Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions	15
Descriptors/Topics Introduction, structuring of transactions, regulatory approval, deal making in India, methods of payment in M&A, distinction between stock and cash transactions, types of exchange of shares.	
Module III: Introduction to Acts and policies	15
Descriptors/Topics Amalgamation as per AS-14 and IFRS. Merger Aspects under Competition Law, Competition Bill 2002. SEBI regulations on Takeovers in India (Takeover Code), Role of Merchant Bankers in Mergers & Acquisition.	
Module IV : Valuation of Target Companies	15
Descriptors/Topics Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO.	
Module V: Taxation Aspects in M&A	15
Descriptors/Topics Tax Implications: Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition. Tax aspects related to demergers.	
Module VI: Mergers and Acquisitions: Applications and Cases	
Descriptors/Topics Cases on Mergers and Acquisitions: Indian and International context. Post Merger Issues and Challenges.	20

Text & References:

Text:

- J. Fred Weston, Kwang S. Chung, Susan E. Hoag, PHI, Mergers, Restructuring and Corporate Control.

References:

- Rajeshwer C H, 2004, Merger and Acquisition - New Perspectives ICFAI Press
- Sudi Sudarsanam: Creating Value from Mergers and Acquisitions: The Challenge, Pearson Publications
- Prasad G. Godbole: Mergers Acquisitions and Corporate Restructuring, Vikas Publications.
- B Rajesh Kumar: Mergers and Acquisitions, Text and Cases, Tata McGraw Hill.
- A. Ramaiya : Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur
- M.C. Bhandari : Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur
- K. R. Sampath : Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications
- S. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
- Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PHI

Important Websites

- (a) www.sebi.gov.in
- (b) www.rbi.org.in
- (c) www.finmin.nic.in
- (d) www.dipp.nic.in
- (e) www.mca.gov.in
- (f) www.incometaxindia.gov.in
- (g) www.indiataxes.com

Course Title: Entrepreneurial Marketing

Course Objectives:

- The main objective of the course is to provide a fundamental understanding of the underlying dimensions of creating, measuring, analyzing and managing the marketing function in a new business venture.
- The course will help the students to become familiar with the concept of an entrepreneurial firm working from a marketing perspective.

Pre-requisites:

- This course is intended for those students who are interested in learning about the marketing aspects of starting a new venture.
- The student should have a preliminary understanding of International Marketing, Marketing Principles and a Marketing Environment.
- For this purpose they should have successfully completed the courses, “Fundamentals of Entrepreneurial Marketing”, “Principles of Marketing” and “International marketing” offered by the University.

Student Learning Outcomes:

By the end of the course the student will be able -

- To describe, demonstrate and identify the distinguishing features of entrepreneurial marketing and be able to explain them from the perspective of proactive and innovative marketing.
- To illustrate and demonstrate an understanding of Product, Price, Promotion and Distribution Decisions from an Entrepreneurial perspective.
- To develop a healthy comprehension and an ability to apply the principles of marketing research for new product development.
- To ability to leverage marketing effort to make optimum use of scarce resources
- To analyze, evaluate and understand how to develop and implement a winning marketing strategy from an entrepreneurial perspective.

Course Contents/Syllabus:

	Weightage (%)
Module I : Characteristics of Entrepreneurial firms and features of Entrepreneurial Marketing	15%
What are the characteristics of Entrepreneurial firms from a marketing perspective? Features of Entrepreneurial Marketing Proactive orientation Innovativeness Focus on the Customer Utilizing opportunity Risk Management Value Creation	
Module II: Market Research , Segmentation, Targeting , Positioning and Pricing	15%
Value of Market Research for an entrepreneurial firm Segmentation, Targeting and Positioning Branding Considerations and Challenges in building a strong brand Need for new product development Types of new products Pricing Pricing for entrepreneurial firms Price sensitivity Pricing strategies Pricing from an international perspective.	
Module III: Distribution	15%
Going Directly to the customer Going directly to the retailer: bypassing the distributor Using Sales Agents Participate in established channel structure Set up your own intermediaries Deciding on the distribution Channel	
Module IV: Advertising & Promotions	15%
Creating a buzz Myths of viral marketing	

Types of promotional Campaigns Planning a promotional campaign Establishing criteria for advertising success. Role of electronic media and social media in advertising and promotion	
Module V: New Product Development & Management	20%
Marketing considerations in New Product Development Eight Stages Idea Generation Idea Screening Concept Development & Testing Business Analysis Beta Testing and Market Testing Technical implementation Commercialization New Product Pricing Ansoff Matrix and Four Alternative Marketing Strategies For Existing Markets Market Penetration Product Development For New Markets Market Development Diversification	
Module VI: Strategic Marketing	20%
How to build an effective fully integrated strategic marketing plan Focus on value creation, brand equity and customer sustainability Investigate competitor dynamics & detect competitor strengths & weaknesses Incorporate marketing strategy into an overall business strategy Improve decision making processes by better linking marketing tools & techniques. Learn analytical tools & techniques to get better insights about consumer preferences and buying behavior. Marketing Warfare Strategies Offensive marketing warfare strategies Defensive marketing warfare strategies Flanking marketing warfare strategies Guerilla marketing warfare strategies Deterrence Strategies Pre-emptive strike	

Text :

- Hisrich , R.D. , & Peters, M. (2012) *Entrepreneurship*, 9th Edition McGraw Hill Education
- Kotler , & Armstrong (2004) *Principles of Marketing* 10th Edition Pearson Education
- Holt, D. *Entrepreneurship New Venture Creation* 4th Edition PHI

References:

- Drucker, P.F. 1993 *Innovation and Entrepreneurship*, Harper Business
- Crane, F.G. 2013 *Marketing for Entrepreneurs*, 2nd Edition, Sage Publications.
- Modish, L.N., Morgan, H.L. & Kallianpur, A. *Entrepreneurial Marketing: Lessons from Wharton's Pioneering MBA Course*,
- Roy, R. (2012) *Entrepreneurship*, 2nd Edition Oxford University Press

Journals

- Emerald Emerging Market Case Studies, Emerald
- Journal of Entrepreneurship in emerging markets, Emerald
- Harvard Business Review
- Journal of Research in Marketing and Entrepreneurship, Emerald Group

Reports, Online, Websites:

- www.slideshare.net/royrajeev/entrepreneurial-marketing
- www.ekf.tuke.sk/files/utorok.pdf
- [www.academia.edu/.../The effect of entrepreneurial marketing on fir](http://www.academia.edu/.../The_effect_of_entrepreneurial_marketing_on_fir)
- www.marketing-schools.org/...marketing/entrepreneurial-marketing.htm

Course Title: Mutual Funds Management

Course Objectives:

- To make the students understand the basic concepts of mutual funds, the types and working of the mutual funds industry.
- To make the students aware of the pricing, selling and investment management techniques and business ethics in mutual funds.

Pre-requisites: Knowledge of Financial Terms and Concepts

Course Contents/Syllabus:

	Weightage (%)
Module I- Introduction to Mutual Funds	10
Descriptors/Topics – Concept, Types, Structure, Management and Operation of Mutual Funds. Historical Perspective of Mutual Funds, Mutual Fund Industry in India and Abroad.	
Module II – Legal and Regulatory Framework	15
Descriptors/Topics – Regulators in India, Mutual Funds SEBI Guidelines 1996, Offer Documents - SID, SAI, KIM and Fact Sheets and Disclosures. SEBI versus IRDA Controversy.	
Module III - Pricing and Selling	25

<p>Descriptors/Topics –</p> <p>Mutual Fund Accounting - Accounting for Income, Gains & Losses from Investments, Accounting for Expenses, Determining the NAV.</p> <p>Mutual Fund Tax Provisions - Securities Transaction Tax (STT), Capital Gains Tax, Tax on Income Distributed, Tax Deducted at Source (TDS) / Withholding Tax; Dividend Payout and Growth Options within Schemes; Double Indexation; Setting Off & Carry Forward of Losses; Dividend Stripping.</p> <p>Fund Distribution Channels, Marketing and Sales Practices of Mutual Funds.</p>	
<p>Module IV- Financial Planning & Portfolio Management in Mutual Funds</p>	<p>20</p>
<p>Descriptors/Topics –</p> <p>Basics of Financial Planning, Financial Planning Strategies, Concept of Portfolio Management, Portfolio Management Process & Strategies. Developing a Model Portfolio for the Investor and Recommending the Right Fund.</p>	
<p>Module V- Quantitative Evaluation of Mutual Funds</p>	<p>30</p>
<p>Descriptors/Topics –</p> <p>Returns Calculation Methods: Percent Change in NAV Method, Simple total Return Method, Total Return with Reinvestment Method (CAGR). Risk involved in Mutual Funds: Standard Deviation, Beta, Unique Risk. Risk-Adjusted Returns Calculation Methods in Mutual Funds – Sharpe Ratio, Treynor Ratio, Jensen Alpha, Sortino Ratio, Appraisal Ratio: Individual and Peer Group Analysis.</p>	

Student Learning Outcomes:

- Understand the state of the mutual fund industry in India and abroad.
- Identify and describe the terms and concepts associated with mutual funds investment.
- Explain the set of regulatory and ethical business practices applied to Indian mutual fund industry.
- Acquire tools to analyze the performance of mutual funds (fund managers).
- Gain insight into the decision-making of fund investors, fund managers, and management companies.
- Describe and execute the steps involved in developing a financial plan & selecting the right fund.

Text & References:

- AMFI Mutual Fund Testing Programme Workbook.
- Mutual Funds: Products & Services, IIBF, Taxmann Publications.
- NSE Mutual Funds (Advanced) Module.
- Madhu Vij & Swati Dhavan, 'Merchant Banking and Financial Services', McGraw Hill Publications.

Additional Reading:

- Fisher & Jordan, 'Security Analysis and Portfolio Management', Pearson Publications.
- Sharpe, Alexander & Bailey, 'Investments', Prentice Hall international editions.

Any other Study Material:

- **News Papers.**
- **Articles & Research Papers.**

Semester IV

Course Title: Treasury Management

Course Objectives:

- The course will help students understand the basics of treasury in a Bank
- It will help them understand the Funds Management in Banks
- It will help them understand the Debt and Equity securities.
- It will help them to know ALM Process in Banks
- It will help them understand the Integrated Treasury Operations
- It will help them understand Investment Policy of Bank and RBI guidelines in this respect
- It will help them understand the internal control measures in treasury

Pre-requisites:

Course Contents/Syllabus:

	Weightage (%)
Module I Scope and Functions of Treasury Management	15
Descriptors/Topics What is Treasury Management?; Structure and Organization of Treasury Management; objectives Role of Chief Financial Officer; Functions of Treasurer and Controller; Responsibilities of Treasurer, Reference to FRM/PRM Certification	
Module II Funds Management in Banks	15
Descriptors/Topics Cash & Liquidity Management; Reserves Management; Investment Portfolio Management; CRR/CCIL/RTGS	

Module III Valuation of Securities	10
Descriptors/Topics Concept of Valuation; Bond Valuation; Bond Value ; Equity Valuation: Dividend Capitalization Approach, Ratio Approach	
Module IV Liquidity Management	15
Descriptors/Topics ALM Information Systems; ALM Organization; Liquidity Risk Management; Currency Risk Management; Interest Rate Risk (IRR) Management	
Module V Integrated Treasury Operations	15
Descriptors/Topics Integrated Treasury; Organizational Structure of Treasury; Operations of Treasury; Dealing & Settlement Procedures	
Module VI Investment Decisions in Bank	
Descriptors/Topics Investment Portfolio of Banks; Investment Management; Components of Bank's Investment Policy; Valuation of Investment Portfolio	10
Module VII Internal Treasury Control	
Descriptors/Topics Structure & Organization of Treasury; Accounting and Control; Various Measures of Controls; Insights into Information Systems & Reporting Standards; Measuring Treasury Performance	10
Module VIII Managing Bankruptcy	
Descriptors/Topics Case Study – Bearings Bank Case	5
Module IX Beyond Class Room	
Descriptors/Topics A student centric module wherein students will be required to READ, COMPREHEND, PRESENT LEARN, & DISCUSS Articles/ Reports etc. as identified / selected by them OR core faculty on matters relating to Banking	5

Student Learning Outcomes:

Provide an overview of the Scope and function of Treasury Management
To understand the Funds Management in Banks

To understand the securities market and valuation of securities

To understand Liquidity Management in Banks

To understand various departments of treasury and integrated Treasury operations

To understand about investment decisions in Banks Bank

To Understand about Control measures being adopted in treasury

Text & References:

- Investment Analysis and Portfolio Management by Prasanna Chandra- Tata Mc Graw Hill
- India Valuing a Bank under IAS/IFRS and Basel II by Waymond A Grier -Euromoney Books
- Treasury Risk Management DC Gardner Workbook-Euromoney Books International Treasury
- Management 3rd Edition by Derek Ross-Euromoney Books Treasury Management In India
- (Unknown) By Dr V A Avadhani

Course Title: SMALL BUSINESS MANAGEMENT

Course Objectives:

- To study the importance of small business in a developing economy
- To know how institutions support small businesses in India
- To understand how to acquire necessary resources required to build a growth oriented small business
- To study the up gradation and modernization of small

business **Pre-requisites:** The student must have interest in

entrepreneurship **Student Learning Outcomes:**

- After completing the course, the student will be able to discuss the benefits as well as limitations of a small business,
- By the end of the course, the student will be able to list the supporting institutions.
- Graduates of the course will be able to analyze the required resource for growth of small business

Course Contents/Syllabus:

	Weightage (%)
Module I Introduction	25%
Orientation to small business, Importance of small business in economy. Globalization and small business. Issues facing small businesses in the 21 st century, Institution supporting the small businesses and Govt. support. Indian SME Act2006 and international definition of small business. Legal issues for small business in India.	
Module II Growth in Small Business	25%
Strategic planning for the small business: planning is more than just writing a plan, Developing competitive survival and growth strategies for small business, competitive growth, Managing the growth fund, Human resource management for small business	
Module III Role of Family	25%
The role of family in small business, Succession planning in small business, Marketing and public relations .Importance of relationship with stakeholders. Relationship with business and family.	
Module IV Sustaining the Business	25%
Modernization and up gradation of technology, the industrial policy for small business. The Exim Policy. Compensation and financing the SME, Exit route for SME's or extract money from a business, Local government & the small business owner, New company bill 2014	

Text books& References:

- Charanatimath M Poornima(2007), Entrepreneurship Development Small Business Enterprise, Pearson
- Longenecker G Justin, Moore W Carlos, Petty J. William, Palich E. Leslie(2006),Managing Small Business ,Cengage Learning

Any other Study Material:

- International Journal of Entrepreneurship & Innovation (IJEI), IP Publishing
- International Journal of Globalisation and Small Business (IJGSB) , Inderscience
- International Small Business Journal, Sage
- Journal of Entrepreneurship and Small Business Management, University of Pretoria
- Journal of Small Business and Enterprise Development, Emerald
- Journal of Small Business Management, Wiley

Course Title: International Finance & Forex Management

Course Objectives: The objective of this course is to

- Introduce the environment of international finance and its implications on international business.
- Analyze the nature and functioning of foreign exchange markets, determination of exchange rates and their forecasting Explain
- the foreign exchange risks and to identify risk management strategies.
- To explore the international sources of long term finance
- Integrate the global developments with the changing business environment in India.

Pre-requisites: The prerequisite of this course is the basic knowledge of Financial Derivatives & Financial Risk Management.

Student Learning Outcomes: On the successful completion of this module the student will be able to:

- Understand foreign exchange markets, international financial markets and their functions & needs.
- Analyze foreign exchange risks and risk management strategies

Course Contents/Syllabus:

	Weightage (%)
Module I : International Financial Environment	25
Descriptors/Topics Finance function in global business scenario, International Monetary System, International Financial Markets-equity, bond, Eurocurrency market, Currency basket,Currency convertibility –on capital account and current account,Foreign exchange reserve, Balance of payments, balance of trade, current account deficit, foreign exchange reserves; bilateral and multilateral agreements relating to financial transactions,Sovereign rating,Flow of funds internationally through FDI, FII and FDI in Retail and Govt Policies regarding FII & FDI ;Integration of global developments with the changing business environment in India.	
Module II: Foreign Exchange Markets, Foreign Exchange Rate Exposure and Risk Management	25
Descriptors/Topics Spot and Forward Foreign Exchange Markets, Quotations and Market Rules, direct and indirect quotes, bid and ask quote, spot and forward quote, cross rates, Speculation and Arbitrage in Foreign Exchange Markets, Transaction, Translation and Operating Exposure, Exposure from Equity and borrowing in International Financial Markets, Hedging tools for Management of Transaction Exposure, Currency Forwards, Currency Options, Currency Futures, Currency Swaps	
Module III : Foreign Exchange Rate Determination	20
Descriptors/Topics Discussion on devaluation or depreciation of Rupee (domestic currency against dollar/pound sterling/Euro) ;Theories of Exchange Rate Determination, Fundamental International Parity Conditions – Purchasing Power and Interest Rate Parity, Covered Interest Parity, Fisher Effect and International Fischer Effect, Forecasting Exchange Rates - Technical Forecasting, Time Series Modeling, Fundamental Forecasting.	
Module IV : International Sources of Finance for the Firm & International Financing Decision	20
Descriptors/Topics Bond Financing (Fixed and Floating Rate Notes),Loan Financing (Syndicates Loans), Securitized Financing (Euronote),Equity Financing (GDR and ADR),Features of Loan Agreements: Loan Negotiations, International working capital management, Analysis of International Capital Budgeting— estimation of cash flows, Cost of Capital of a Foreign Investment, Issues in Overseas Funding Choices.	

Module V: International Accounting & Taxation and Case studies of Currency crisis	10
Descriptors/Topics Consolidation and harmonization of accounts, International Tax Laws, Transfer Pricing , Tax heavens, double taxation treaties,; International currency crisis & role of state	

Text & References:

- Levi, Maurice, International Finance, New York, McGraw Hill Inc., 1996.
- Eiteman, David K., Arthur Stonehill and Michael H. Moffett , Multinational Business Finance, Reading mass., Addison – Wesley Publishing company, 1998.
- Shapiro, Allen C., Multinational Financial Management, New Delhi, Prentice Hall India Pvt. Ltd., 1995.
- Apte P.G., Multinational Financial Management, New Delhi, Tata McGraw Hill, 1998.
- Seth A.K., International Financial Management, New Delhi, Galgotia Publishing Company, 2000.
- Errunza, V. R., Singh, D. and Srinivasan, T.S. 1994, International Business Finance, Global Business Press.
- Seth, A.K. 2000, International Financial Management, Galgotia Publishing Company.
- Hull, J. C. 1999, Introduction to Futures and Options Markets, Prentice Hall of India.
- Kolb, R. W. 1997, Understanding Futures Markets, Prentice Hall of India.
- Rebonato, R. 1996, Interest Rate Option Models: Understanding, Analysing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.
- Kohn, M. 1998. Financial Institutions and Markets, Tata McGraw Hill Publishing

Any other Study Material:

Articles from Journal of Finance

Articles from International Journal -Finance India

Course Title: Private Equity and Venture Financing

Course Objectives: The objective of this course is to provide students with an understanding of private equity which is a principal in the business primarily done for capital appreciation from funds invested. Also the Knowledge of venture capital focusing on technology-based early stage finance while private equity is focused on financing the expansion, turnaround, and acquisition funding of established companies from a broader industry base.

Pre-requisites: The Student must have the Understanding of Accounting and Financial Management

Student Learning Outcomes:

- The course will help evaluate the impact of market cycles so you can take advantage of opportunities with the most potential
- It will help applying best practices for making investments—within your borders and in other countries
- It will make better investment decisions by examining how current earnings, risk, and organizational change influence deal source, valuation, and portfolio mix

Course Contents/Syllabus:

	Weightage (%)
Module I : Introduction, the Private Equity Cycle	20
Descriptors/Topics Meaning, types and Limitations. Fund Raising & Fund Choosing, The Contribution of Private Equity and Venture Capital to the Economy, Private equity and venture capital as a source of finance, private equity: definition, Is private equity right for your business?, Is there an alternative to private equity	
Module II: Deal Sourcing and Evaluation	20

Descriptors/Topics Assigning Value, Deal Structuring - Private Equity Securities and Their Motivation, The Private equity business model, Creation of a fund and underwriting by professional investors, investing the fund, managing the investment, redistribution,	
Module III : Different Types of Private Equity Funds and what they specialization	20
Descriptors/Topics Getting Liquid: Exits and Distributions, The Globalization of Venture Capital and Private Equity, How do private equity investment funds work? The different stages of an investee's development, investment size: majority vs minority investments, Size of the investee company, sectors, geographical scope of investments	
Module IV : Risk and Return, Looking for an Investor and the Investment Process	20
Descriptors/Topics The Impact of Private Equity on Society - Does This Really Matter Anyway? People, Positions and Culture: The Management of the Private Equity Firm, Writing a business plan, selecting a private equity firm, the negotiation process, advisors,	
Module V : Scaling and Institutionalization	20
Descriptors/Topics Following up with the investment – relations with the financial investor, the common aim of entrepreneurs and fund managers: balanced growth in a company, the different types of financial investors, the investor's exit and the end of the investment relationship, exit routes, valuing the investment on exit	

Text & References:

- The Future of Finance: How Private Equity and Venture Capital Will Shape the Global Economy (Wiley Finance) by David Rubenstein (Foreword), Dan Schwartz (Author)
- Venture Capital, Private Equity, and the Financing of Entrepreneurship (Wiley Finance) by Josh Lerner (Author), Ann Leamon (Author), Felda Hardyman (Author)

Course Title: Financial Modeling

Course Objectives:

1. This is a “hands-on” course, with extensive use of computers and spreadsheets with a objective to develop spreadsheet and management skills for creating computer based models for analyzing a variety of decision problems facing by financial managers and professionals.
2. Students will be able to learn how to create computer based models to prepare, analyze and use financial statements & financial ratios, Cash budgets, cost of capital, leverages, and capital investments and any financial concept as working model.
3. Students will be able to use a variety of spreadsheet tools and techniques to take decisions.

Prerequisites:

Students should be aware of finance concepts. The student should be knowing Financial statements and Financial Management.

Course Contents/Syllabus:

	Weightage (%)
Module I Excel in financial modeling	20%
Descriptors/Topics Introduction, Microsoft excel, Lookup functions, finance functions, what if analysis, Goal seek analysis, Insert charts, Formulas, other functions, finance, logical, reference, date functions. Tools like data validation and developer tool.	
Module II Financial statement Analysis	20%
Descriptors/Topics Introduction, Building Financial models, , Ratio analysis, Sensitivity analysis, looking at the probabilistic analysis of the best and worst case scenario, working capital	
Module III Financial Management	20%
Descriptors/Topics Building financial calculator, loan amortization schedule, Selection of projects using capital budgeting techniques.	

Module IV Cost of Capital	20%
Descriptors/Topics Introduction, Capital structure of the company, Market base methods, Calculation of enterprise value, Significance of EV/EBITDA, Significance of EV/Sales and other relative comparisons.	
Module V Latest Developments, Trends and Practices	20%
Descriptors/Topics Advance functions of excel, case study, Equity research valuation models	

Student Learning Outcomes:

After completing the course students will be able to –

1. **Examine** financial problem statements.
2. **Develop** financial models for variety of decision problems.
- 3 **Apply** Excel for preparing financial statements and as a problem solving technique.
4. **Appraise** & Audit any financial model & improvise

Text

- **Mastering Financial Modelling in Microsoft Excel by Alastair L.Day, Edition-2017. Prentice Hall.**
- **Financial Modelling with Excel by Francis J. Clauss**

References:

- **Financial Modelling (MIT Press) by Simon Benninga**
- **Financial Modelling in Practice by Michael Rees**
- **Financial Modelling and Valuation by Paul Pignataro (WILEY)**