

MBA –FINANCE & CONTROL

FIRST SEMESTER	
101	MANAGEMENT CONCEPT & PROCESSES
102	MANAGERIAL ECONOMICS
103	BUSINESS ENVIRONMENT
104	FINANCIAL ACCOUNTING
105	QUANTITATIVE METHODS
106	COMPUTER APPLICATIONS IN MANAGEMENT
107	BUSINESS LEGISLATION
108	INDIAN ETHOS & VALUES

101	MANAGEMENT CONCEPT & PROCESSES
UNIT-1	Introduction and Approaches to Management : Concept of Management and its significance, Managerial Roles, Evolution of Management Theory – Classical, Neo-classical and Modern School of Management, approaches to Management, Micro and Macro Environment for Managers, Management levels and Management skills, Functional Areas of Management. Management as Profession
UNIT-2	Planning and Decision Making: Concept, Process, Types and Significance of Planning, Concept, Types and Process of Setting Objectives; Planning Tools, Concept, Process and Managerial Implications of MBO, Concept, Process, Types and Styles of Decision Making, Environments of Decision Making
UNIT-3	Organizing principles and process: Nature, Principles, process and significance of organizing. organizational structure and Design, approach to Organization Design, Departmentation
UNIT-4	Staffing and Directing –Meaning, importance and elements of staffing, Concept, Nature, Scope, Principles of Direction, Manager versus leaders, Leadership Theories, Approaches to leadership, Motivation Concept, Theories and Implications, Communication , Barriers to effective communication
UNIT-5	Controlling : Nature, Process and Aspect of Control, Control Tools and Techniques , Managing Productivity, Quality Control , case studies on relevant issues

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behaviour	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

SUGGESTED READINGS:

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India,
2. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition.
3. Hellriegel, Slocum & Jackson, 'Management -A Competency Based Approach', Thomson South Western, 10th edition, 2007.
4. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective
5. Griffin, Management: Principle & Applications, Cengage Learning
6. P.Subba Rao, Principles of Management, Himalaya Publishing
7. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill

102	MANAGERIAL ECONOMICS
UNIT-1	Nature and Scope of Managerial Economics: Nature, Scope and Significance of managerial economics, Role and Responsibility of managerial economists.
UNIT-2	Utility and Indifference Curve Analysis: Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.
UNIT-3	Demand and Production Analysis: Law of demand, Factors affecting demand, Elasticity of demand, Techniques of forecasting demand - Survey and Statistical methods. Production function with one variable input or law of variable proportions, Production function with two variable inputs or isoquant, Production function with all variable inputs or Return to scale, Law of supply and classification of cost. Practical Problems.
UNIT-4	Market Structure and Pricing: Different market structure, Price and output determination under perfect competition, Monopoly, Monopolistic competition, Oligopoly. Price Determination under Discriminating Monopoly.
UNIT-5	Profit Management: Concept, Nature and Measurement of profit, Concept of risk and uncertainty, Risk uncertainty and innovations. Theories of profit, Profit planning and forecasting, Profit policies, Business cycle - Causes and Control.

Course Outcomes	Bloom's taxonomy
CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	<ul style="list-style-type: none"> • Knowledge (K 2) • Remembering (K1)
CO2: The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources.	<ul style="list-style-type: none"> • Knowledge (K 2) • Applying (K 4) • Synthesizing (K6) • Evaluating (K7)
CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world	<ul style="list-style-type: none"> • Comprehending (K 3) • Applying (K 4) • Analyzing (K 5) • Evaluating (K7)
CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic	<ul style="list-style-type: none"> • Applying (K 4) • Analyzing (K 5) • Synthesizing (K6)

CO5: The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	<ul style="list-style-type: none"> • Knowledge (K 2) • Comprehending (K 3)
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SUGGESTED READINGS:

1. Managerial Economics: by Varshney & Maheshwari Pub, Sultan Chand.
2. Mote, Paul & Gupta-Managerial Economics: Concepts & Cases.
3. D.N. Dwivedi-Managerial Economics
4. D.N. Hague-Managerial Economics.
5. C.I. Savage & J.R. Small-Untroduction to Managerial Economics.
6. C.J. Stocks-Managerial Economics.
7. I.L. Riggs- Economics decision Models.
8. K.L. Cohen & R.M. Cyert-Theory of the Firms.
9. D. Gopalkrishna-A study of Managerial Economics.
10. Brigham and Pappas-Managerial Economics.
11. Habib-Ur-Rehman-Managerial Economics.

103	BUSINESS ENVIRONMENT
OBJECTIVE: This course develops ability to understand and scan business environment in order to analyze opportunities and take decisions under uncertainty.	
UNIT-1	Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Element of environment –internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
UNIT-2	Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies –industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.
UNIT-3	Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.
UNIT-4	Socio-Cultural Environment: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.
UNIT-5	International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions – WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.	K3 Comprehending K4 Applying
2	CO2) Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.	K5 Analysing

3	CO3) Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.	K5 Analysing
4	CO4) Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.	K5 Analysing
5	CO5) Understand the international influences on domestic business and measures to be taken for successful global business operations	K2 Knowledge

REFERENCES:

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi.

104	FINANCIAL ACCOUNTING
UNIT-1	Financial Accounting -scope and importance, meaning, nature and rue of accounting in business, accounting concepts and conventions.
UNIT-2	Accounting Mechanics: basic records, understanding of transactions and related documents, process leading to preparation of trial balance, understanding of P. & L. A/C and Balance sheet of non-corporate entities
UNIT-3	Final Accounts of a Joint Stock Company: Depreciation accounting and policy: company law provisions relating to preparation of various financial statements, preparation of final accounts of a joint stock company as per provisions of Companies Act-2013
UNIT-4	Financial Statements Analysis: Nature, functions and limitations of financial statements, analysis and interpretation of financial statements. Major tools of financial analysis: ratio analysis, capital structure ratios, profitability ratios, activity ratios.
UNIT-5	Indian Accounting Standards: Introduction to Indian Accounting Standards and IFRS, Preparation of cash flow statements, measurement of business income, Earning Per Share, Techniques of inflation accounting, Recent trends in accounting

S.No	Course Outcome	Bloom's Taxonomy
1	CO1.Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.	Knowledge (K2)/ Comprehending (K 3)
2	CO2. Understand about IFRS, Ind AS and IAS for preparation and reporting of financial statements.	Knowledge (K2) Synthesizing (K6)/
3	CO3. Create and prepare financial statements and Cash flow in accordance with Generally Accepted Accounting Principles	Remembering (k1)
4	CO4. Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analysing (K 4) / Evaluating (K7))
5	CO5. Recognising various types of accounting and utilize the technology and social responsibility in facilitating and enhancing accounting and financial reporting processes	Knowledge (K2) Applying (K 4)

SUGGESTIVE READINGS:

1. Accounting for Management: S.K, Bhattacharya and John Dearden,
2. Gupta R.S.: Advanced Accountancy, vol. 1&11,
3. Shukla &Grewal: Advanced Accounts.
4. Botliboi : Double entry book-keeping.
5. Grewal, T.S.: Introduction to Accountancy,

6. Piokles : Accountancy,
7. Kom&Boyd : Accounting.
8. Keige&Keller : Intermediate Accounting.
9. Vlarmanson&Solemson: Accounting: A Programmes Text-Book.
10. Robert Anthony: Essentials of Accounting.
11. Dr. D.C. Sharma & K.G. Gupta: Management accounting.

105	QUANTITATIVE METHODS
UNIT-1	Statistics: Concept, significance and limitations, collection of primary and secondary data, classification and tabulation, Frequency distributions and their graphical representation, Measures of central tendency, dispersion, Measures of skewness and kurtosis.
UNIT-2	Bivariate analysis: Correlation-partial and Multiple, Linear and Multiple regression, and qualitative data-contingency table, Measures of association of attributes. Index numbers, time series-its components and their determination.
UNIT-3	Probability: Definition, additive and Multiplicative Rules, Conditional Probability, Bayes Theorem, Random Variable, Mathematical expectation, Probability Distribution: Binomial Poisson, Normal, Law of Large numbers and central limit theorem (without proof).
UNIT-4	Sampling and test of significance: Methods of sampling estimates, their Bias and Mean Squared Error, sampling and Non-sampling Errors, Tests of significance. Testing the Means and Standard Deviations for large samples. Tests for the Proportion test for significance of Correlation and Regression Coefficient.
UNIT-5	Chi –Square, test of goodness of fit and independence in contingency tables, F-test for a quality of two variances and in analysis of variance.

Course Outcome	Blooms Taxonomy
CO1. Gaining Knowledge of basic concept / fundamentals of business statistics.	<ul style="list-style-type: none"> Knowledge (K 2)
CO2. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.	<ul style="list-style-type: none"> Remembering (K1) Applying (K 4)
CO3. Evaluating basic concepts of probability and perform probability theoretical distributions	<ul style="list-style-type: none"> Comprehending (K 3) Applying (K 4)
CO4. To apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	<ul style="list-style-type: none"> Analyzing (K 5) Synthesizing (K6)
CO5. To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics.	<ul style="list-style-type: none"> Evaluating (K7) Applying (K 4)

SUGGESTED READINGS:

1. Levin, R.I. and Rubin, D; Statistics for Management, New Delhi, PHI.
2. Srivastava, U.K., Quantitative Techniques for business.
3. Kothari, CK., Quantitative Techniques
4. Goon, Gupta and Dasgupta : Fundamentals of statistics
5. Gupta and Gupta : Business statistics

106	COMPUTER APPLICATIONS IN MANAGEMENT
UNIT-1	Introduction: Computer system, Components and functions of each unit. I/O devices and storage devices. Memory, types of memories, ROM, RAM and Cache memory, Computer Languages.
UNIT-2	Computer Programs & Software: Programming Concepts, Algorithm and Flowchart, Program Development life cycle, System software and application software. Assembler, Compiler and Interpreter, Operating systems, functions of OS, types of Operating System. : Introduction of Windows and Control panel, Computer virus and types.
UNIT-3	Office Management: MS-Word: Creating and formatting documents, printing and page setup, tables and Mail merge documents. MS-Excel: Workbook & worksheets, Formulae & functions, Cell references, formatting and working with Data, Charts and graphs. MS-Power Point: Creating slides with different layouts and templates, inserting charts pictures and tables, running slideshow, presentation setup and Animation.
UNIT-4	Networking: Data Transmission, Overview of Computer Network, Types of networks (LAN, WAN and MAN), Network topologies, packet transmission. Internet & Intranet : An introduction to Internet and Intranet, Overview of Internet, Architecture and Functioning of Internet, Web pages, HTML, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet, e-mail, and Search engines.
UNIT-5	IT in Business: Role of IT in business, banking, insurance, education and financial accounting.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge about the functioning of computers and its uses for managers	Knowledge (K2)
2	CO2. Learn to use Internet and its applications	Applying (K4)
3	CO3. Understand and implement Word processing software	Synthesizing (K6)
4	CO4. Learn applications on Spread sheet softwares	Applying (K4) Knowledge (K2)
5	CO5. Analyse and learn Presentation software	Analyse (K5)

SUGGESTED READINGS:

1. Burch, John and Grudnitski Gary, Information Systems: Theory and Practice. New York, John Wiley.
2. David, Van Over. Foundations of Business Systems. Fort Worth, Dryden.
3. Eliason, A.L. On-line Business Computer Applications. 2nd ed., Chicago, Science Research Associates.
4. Estrada, Susan. Connecting to the Internet. Sebastopol. C.A. O' Reilly.
5. Joh, Moss Jones. Automating Managers: the Implications of Information Technology for Managers. London. Pinter.\
6. Long, L. Commputers, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. Computers Concepts and Uses. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc.

107	BUSINESS LEGISLATION
UNIT-1	Introduction, Indian Contract Act, 1872 : Meaning of Law, Object of law, Indian contract Act, 1872 - Definition of contract, valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality of object, discharge of contract, Remedies for breach of contract, Quasi contract. Contract of Agency - modes of creating an agency, rights and duties of agent and principal, termination of agency.
UNIT-2	Sale of Goods Act, 1930 : Essentials of a contract of sales conditions and warranties, rights and duties of buyer, Rights of an unpaid seller and buyer's beware. Partnership Act, 1932 - Concept of partnership and its major provisions.
UNIT-3	Negotiable Instrument Act, 1881 : Definition, types and characteristics of promissory note, bills of exchange and cheque, Holder and holder in due course, Endorsement , Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.
UNIT-4	Indian Companies Act, 1956 : Definition, characteristics and kinds of company, formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, statement In lieu of prospectus, Rights and liabilities of members of company. Company Management : Appointment of directors, power, duties and liabilities of a director and managing director
UNIT-5	Intellectual Property Rights Acts : Meaning of IPR, The Patent Act 1970 -Introduction, History, Meaning of patent, kinds, procedure for grant of patent, Right of patentee, Infringement of patent. The Copyright Act, 1951 - introduction, History, Meaning of copyright, registration of copyright, terms of copyright. Infringement of copyright.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Develop basic understanding of law of contract	K2 Knowledge
2	CO2) understanding of provisions of Companies Act concerning incorporation and regulation of business organizations	K2 Knowledge
3	CO3) Able to analyze case laws in arriving at conclusions facilitating business decisions.	K4 Applying K5 Analysing

SUGGESTED READINGS:

1. COMPANY LAW BY AUTAR SINGH.
2. Mercantile Law by A.K. Sen.
3. Mercantile Law by N.D. Kanpur.
4. Lectures on Company Law by A.K. Shah.

5. Industrial Law by N.D. Kanpur.
6. Bare Acts Contract Act, Companies Act, MRTP, Act, FEMA, IDRA etc.

108	INDIAN ETHOS & VALUES
UNIT-1	Model of Management : Model of Management in the Indian Socio-Political Environment; Work Ethos ; Indian Heritage in Production and Consumption.
UNIT-2	Indian Insight into TQM: Indian Insight into TQM Problems Relating to Stress in Corporate, Management Indian Perspective ; Teaching Ethics.
UNIT-3	Tans-cultural Human Values in Management Education: Tans-cultural Human Values in Management Education Relevance of Values in Management; Need for Values in Global Change – Indian Perspective.
UNIT-4	Values for Managers: Values for Managers ; Holistic Approach for Manager; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.
UNIT-5	Secular Versus Spiritual Values in Management: Relationship between law and ethics, Corporate mission statement, CSR , Code of Ethics, Quality management systems .

Course Outcomes :

- CO1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
- CO2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.
- CO3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
- CO4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
- CO5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

SUGGESTED READINGS:

1. R Nandagopal, AjithSankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
2. Bhatta, S.K., Business Ethics & Managerial Values.
3. Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi
4. Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill
5. Publishing Company, New Delhi
6. Chakraborty, S.K.: Management by Values, Oxford University Press
7. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill,
8. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House,
9. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House,
10. Joseph Des Jardins, an Introduction to Business Ethics, Tata Mc Graw Hill,
11. S K Chakraborty, Management by Values, Oxford University Press, New Delhi,

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SECOND SEMESTER	
201	MARKETING MANAGEMENT
202	HUMAN RESOURCE MANAGEMENT
203	ORGANIZATIONAL BEHAVIOR
204	RESEARCH METHODOLOGY
205	BUSINESS COMMUNICATION
206	FINANCIAL MANAGEMENT
207	MANAGEMENT ACCOUNTING
208	PRODUCTION & OPERATION MANAGEMENT

201	MARKETING MANAGEMENT
UNIT-1	An Introduction to Marketing: Concept, Nature and scope, Core Marketing Concepts ,Customer Value, Evolution of Modern Marketing Concept, Introduction to Marketing Mix , Strategic Marketing Planning.
UNIT-2	Understanding Markets and Consumers: Market Segmentation, Marketing Research Process and Marketing Information System, Consumer Behaviour, Organizational Buying Behaviour..
UNIT-3	Product and Pricing Management: Product Decisions: Meaning and Classification of Product, Product Mix, New Product Development Process, Product Life Cycle, Branding and Positioning. Pricing Decisions : Factors affecting Pricing, Pricing objectives and strategies,
UNIT-4	Distribution and Promotion Management: Distribution Decisions: Channel design and Management, Logistics, Whole selling and Retailing. Promotion Decisions : Promotion Mix, Integrated Marketing Communications, Introduction to Advertising, Sales Promotion, Public Relations Sales Management and Personal Selling.
UNIT-5	Contemporary issues in Marketing: Rural Marketing ,Services Marketing, Online and Social Media Marketing and other current issues in Marketing.

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	<ul style="list-style-type: none"> Remembering (k1) Knowledge (K 2)
2	CO2. Understand marketing Insights on application of basic marketing concepts.	<ul style="list-style-type: none"> Synthesizing (K6) Comprehending(K3)
3	CO3. Able to Apply and develop Marketing Strategies and Plans	<ul style="list-style-type: none"> Applying (K 4)
4	CO4. Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting	<ul style="list-style-type: none"> Analyzing (K 5)
5	CO5. Develop skills to understand the current global and digital aspect of marketing.	<ul style="list-style-type: none"> Evaluating (K7)

SUGGESTED READINGS:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Mktg Cengage Learning.

3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit,
4. Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
5. Czinkota, Miachel, Marketing Management, Cengage Learning.
6. Kazmi, SHH, Marketing Management Text and Cases, Excel Books.
7. Zikmund, William G. and Michael D'Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South-Western College Pub.
8. Neelamegham, S.,Marketing in India: Text and Cases, Vikas Publishing House.
9. Rajgopalan, Marketing Management: Text and Cases, Vikas Publishing House.

Note: Latest edition of the readings may be used.

202	HUMAN RESOURCE MANAGEMENT
UNIT-1	Introduction :Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Nature, Scope and significance of HRM. The changing environment and duties of HR Manager, HRM in Indian scenario.
UNIT-2	Recruitment and Selection : HR planning, Job Analysis, Recruitment and Selection. Transfer and Promotion.
UNIT-3	Human Resource Development :Concept. Goals of HRD, Training and Development- concept, process and techniques; Performance Appraisal - Concept, Process, Techniques.
UNIT-4	Managing Employee Relations: Labour relation, industrial disputes and resolution, collective bargaining, employee welfare and social security, Employee grievances and their redressal, Worker's participation in Management.
UNIT-5	Contemporary Issues in HRM : Employee compensation concept, factors affecting employee compensation, components of employee compensation, knowledge management, Human Resource Information System, issues of HRM in multinational organizations

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	K6 Synthesizing
2	CO2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.	K2 Knowledge
3	CO3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.	K3 Comprehending
4	CO4.Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.	K5Analysing
5	CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	K2 Knowledge K4 Applying

REFERENCES:

1. Human Resource Management-V.S.P. Rao
2. Human Resource Management-Keith Davis
3. HRD Practices-Bhatia B.S., Verma H.L.
4. Human Resource Management K. Aswasthapa
5. Personnel Management Mamoria.

203	ORGANIZATIONAL BEHAVIOR
UNIT-1	Introduction : Organizational Behaviour - Concept and Importance, Historical Development of O.B., Contributing disciplines to the O.B. field, Challenges and Opportunities for O.B, Models of O.B.
UNIT-2	Individual Behaviour : Values : Importance, types, values across culture Attitudes : Types, cognitive dissonance theory, measuring attitude. Personality : Meaning, determinants, traits, major personality attitudes influencing O.B. Perception - Meaning, factors influencing perception, person perception.
UNIT-3	Group Behaviour: The Group Behaviour Foundations of Group Behaviour, Defining and classifying groups, stages of group development, Group structure, Group decision making, Understanding work teams, Difference between Groups and teams, types of teams, creating effective teams, turning individual into team players.
UNIT-4	Organizational Development: Concept, Scope, practice and process of organizational Development interventions, Personal, Interpersonal, group process ,in Organizational development, Team Building and team development
UNIT-5	Key issues in Organizational Behaviour : Organizational culture - Definition, culture's functions, creating and sustaining culture, how employees learn culture, creating an ethical organizational culture, creating a Customer responsive culture. Organizational change, forces for change, resistance to change, managing organizational change.

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behaviour	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

REFERENCES:

1. Organizational behaviour-Concept, Contevercis Applications-Steohe Robbins.
2. Organizational Behaviour-Fred Luthans

3. Organizational Theory and Behaviour- R.a. Sharma
4. Organizational Bheaviour-K. Aswasthapa

204	RESEARCH METHODOLOGY
UNIT-1	Introduction to Research :Nature, Objectives , Significance and Types of Research. Ethical Issues in Research. Steps in research process.Research Problem formulation. Research Design :Exploratory, Descriptive and Experimental Research designs.
UNIT-2	Data Collection and Sampling: Data types , measurement and methods of data collection; Sources of Error. Basics of Sampling Theory, Probability and Non-Probability Sampling,
UNIT-3	Data Analysis: Processing : Classification and coding, Tabulation. Analysis: Measures of Relationship, Problems in processing; Use of EXCEL and SPSS in data analysis.
UNIT-4	Hypothesis Testing :Concept, Types and Sources of hypothesis, Procedure for formulation of hypothesis, Testing of hypothesis ‘Z’test, ‘t’test,’f’test, Chi square test and ANOVA
UNIT-5	Advance Techniques of Data Analysis and Research Communication: Introduction to Discriminant Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis. Types of Reports, Format of research report, Documentation, Data and Data Analysis Reporting , Precautions in report writing, Footnoting,Bibliography and Index Preparation.

Course Outcomes	Blooms Taxonomy
CO1. Knowledge of concept / fundamentals for different types of research.	<ul style="list-style-type: none"> Knowledge (K 2)
CO2. Applying relevant research techniques.	<ul style="list-style-type: none"> Remembering (K1) Applying (K 4)
CO3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques	<ul style="list-style-type: none"> Comprehending (K 3) Applying (K 4)
CO4.Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.	<ul style="list-style-type: none"> Analyzing (K 5) Synthesizing (K6)
CO5.Evaluating statistical analysis which includes ANOVA technique and prepare research report.	<ul style="list-style-type: none"> Evaluating (K7)

SUGGESTED READINGS:

1. Fowler, Floyd JJr., Survey Methods, 2nd ed., Sage Pub.,
2. Fox, LA. and P.E. Tracy: Randomized Response: A Method Of Sensitive Surveys, Sage Pub.,
3. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, ,
4. Golden-Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub.,
5. Salkind, Neil 1, Exploring Research, 3rd ed., Prentice-Hali, NJ.

205	BUSINESS COMMUNICATION
UNIT-1	Communication :Concept, Need, Process, Methods, Types and Barriers to communication, Factors affecting communication, Essentials of effective communication, Need of effective communication in business.
UNIT-2	Communication Skills :Concept, Humor in communication, Interpersonal communication, Communication skills and leadership. Verbal and Non Verbal Communication, written and oral , body language, Postures and Gestures, Attire, Appearance, Handshake, Personal space, Timing, behavior, smile. Listening Skills: Process, Types, Barriers, Importance, essentials of good listening.
UNIT-3	Business letters : Essentials of business letter, Parts, Forms, Types, Preparation of Business letter related to tenders, Quotations, Orders, Sales, Enquiry and Complaints. Internal Communication: letters to staff, Circulars and Memos, Office note, Representations and suggestions, Motivational Communication, letters from top management, Reminders and follow up, Employee newsletters.
UNIT-4	Mass Communication : Meetings, Conferences, Presentation skills, Advertisements, Publicity, Press Releases, Media mix, Public relations, Newsletters. Direct Marketing: Report writing, Types, Essentials of a good report, Committee report, Annual report., modern modes of communication, cross cultural communication
UNIT-5	Interview : Types of Interview, Job interview, Telephonic interview, Conducting the Interview, sending a job application, Preparation of Resume, Group discussion. Types of pictorial presentation: Charts, Graphs and Pictures, New trends in business communication, Communication overload, BPO/Call centers, Technical writing, Professional presentation, Cardinal principles of communication, communication policy and Ethical dimensions.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K4)
2	CO2. Analyse ethical, legal, cultural, and global issues affecting business Communication.	Analyse (K5)
3	CO3. Develop an understanding of appropriate organizational formats and channels used in business communications	Knowledge (K2)
4	CO4. Gaining an understanding of emerging electronic modes of communication.	Comprehending(K3)
5.	CO5. Developing effective verbal and non verbal communication skills.	Remembering(K1)/ Applying (K4)

SUGGESTED READING:

1. Lesikar&Pettet, Business Communication. :
2. (All India Traveliers Book Sellers)
3. Hill &Bovee, Business Communication (McGraw Hill).
4. Korlahalli: Business Communication, Sultan Chand & Sons.
5. Rai & Rai, Business Communication Himalays Publishing House.
6. S.K. Basandra, Computes för Manager (Global Business Proca)
7. G. Danta, Information in Enterprise (Prentice Hall of India).
8. S. Kishore, What every Manager should (Tata McGraw Hill) know about Computers.

206	FINANCIAL MANAGEMENT
UNIT-1	Introduction : Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of finance functions, Financial Planning : Objectives and considerations, capitalization - Over and under capitalization, Financial Forecasting .
UNIT-2	Capital Structure : Optimum Capital Structure, Capital Structure, Theories, Features of sound Capital Mix, Leverage - Financial and Operating leverage, Sources of Finance.
UNIT-3	Working Capital : Concept, Importance and Determinants, Sources of Working Capital Finance. Cash Management: Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables, Inventory Management: Objective, Inventory Control Techniques.
UNIT-4	Cost of Capital : Concept, calculation of cost of capital of equity share, Preference Share, Debentures and retained earnings, Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting
UNIT-5	Dividend and Dividend Policy : Management of Earnings, Dividend and Dividend Policy, Objectives and Determinants of dividend Policy, Stable Dividend Policy, Forms of Dividend, Concept of lease Financing, Hire Purchase, Financing Venture Capital, Factoring, Economic value added, Dividend policy and its impact on stock price.

S.No	Course Outcome	Bloom's Taxonomy
1.	CO1 Understand the different basic concept / Models of Corporate Finance and Governance	<ul style="list-style-type: none"> Knowledge (K2) Remembering(K1)
2.	CO2 Understand the practical application of time value of money and evaluating long term investment decisions	<ul style="list-style-type: none"> Analyzing (K5) Evaluating(K7)
3.	CO3 Develop analytical skills to select the best source of capital, structure and leverage.	<ul style="list-style-type: none"> Analyzing(K5) Synthesizing(K6)
4.	CO4 Understand the use and application of different models for firm's optimum dividend pay-out.	<ul style="list-style-type: none"> Comprehending(K3) Applying(K4)
5.	CO5 Understand the recent trends of mergers and acquisition and its valuation	<ul style="list-style-type: none"> Comprehending(K3) Synthesizing (K6)

REFERENCES:

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.

207	MANAGEMENT ACCOUNTING
OBJECTIVE: The thrust of this course makes the student conversant with the three types of information generated within an organization viz full cost accounting, differential accounting and responsibility accounting as also to enable him to appreciate their uses in managerial decision making.	
UNIT-1	Introduction: Cost and management accounting as a tools for control and decisions, aims and objectives and nature of cost and management accounting as part of management information system
UNIT-2	The Elements of Cost: direct material, direct labour, direct expenses and overheads, full cost accounting full cost information its uses and mechanics
UNIT-3	Marginal costing : Marginal costing/Variable costing and cost volume profit relationship, Alternative choice decisions, Key factor and level of activity planning, differential accounting concept
UNIT-4	Budgetary Control : Budgetary Control and budget, preparation of budgets, flexible budgetary control, Responsibility Accounting, Management Control Structure and process, Zero Based Budgeting, Performance and Program Budgeting
UNIT-5	Standard costing : Standard costing, analysis of variances (costs and revenues) divisional performance and transfer pricing, Activity Based Costing, Target Costing, PLC costing, Cost Audit

2. 3.

S. No.	Course Outcome	Bloom's Taxonomy
1	It clears the basic concepts of various terms related to management accounting.	knowledge
2	Analysis & Interpretation of Financial Statements → It includes the vertical financial statements with different analytical methods which helps students to know how to study the financial statements, make comparisons between current year and previous years and draw proper interpretations.	Apply
3	Ratio Analysis → It is one of the analytical method which helps the students to carry out the study of financial statements in the form of ratio and such study is more expressive.	Apply

SUGGESTED READING:

1. R. N. Anthony and G. A. Welsh, Fundamental of Management Accounting (Richard, D. Irwin, 3rd edition, 1981).
2. C. L. Noor and R.K, Feedicks, Managerial Accounting (R South - Western, 5th addition, 1980).
3. C. T. Horngren, Introduction to Management Accounting (Prentice Hall, 4th Indian Reprint, 1981).
4. Robert N. Anthony, John Dearden and Robert F. Vancil Management Control System : Cases and Readings (Richard D. Urwin, 1965).
5. R.S. Kaplan, Managerial Cost Accounting.
6. GordeonShillonglaw; Managerial Cost Accounting (Richard D. Irwin, 5th .edition, 1980).

208	PRODUCTION & OPERATION MANAGEMENT
UNIT-1	Introduction: nature & Scope of Production Management, Production as a sub system of the organisation, interrelationships with other functions, Role of models in production management operations strategies.
UNIT-2	Forecasting: designing products services & processes, Production planning, Plant location, Plant layout planning & concepts,
UNIT-3	Job design: work measurement, methods analysis, compensation production standards.
UNIT-4	Inventory Control: Concept & introduction organisational planning for inventory control, human factor in inventory control, value analysis, ABC Analysis, EQQ models, Stores Control, codification & classification warehousing waste disposal.
UNIT-5	Quality control: Purchasing decisions vendor development, S.Q.C. Japanese manufacturing system concept of quality circles, TQM, ISO.

S.No.	Course Outcomes	Bloom's Taxonomy
CO1.	Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.	<ul style="list-style-type: none"> • Knowledge (K2) • Comprehending (K 3) • Remembering (K1)
CO2.	Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	<ul style="list-style-type: none"> • Knowledge (K2) • Remembering (K1) • Applying (K4)
CO3.	Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.	<ul style="list-style-type: none"> • Comprehending (K3) • Applying (K4)
CO4.	Analyze / understand the trends and challenges of Operations Management in the current business environment.	<ul style="list-style-type: none"> • Analyzing (K5)
CO5.	Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.	<ul style="list-style-type: none"> • Synthesizing (K6) • Evaluating (K7)

SUGGESTED READINGS:

1. Buna, E.S.: Modern Production Management.
2. Myers A.: Production Management.
3. Adam, E. Sr. & Ebert, R.: Production & Operations Management Concepts Models & Be
4. Dutta, A.K.: Materials Management,
5. Srinivasan, A.V Japanese Management.

MBA –FINANCE & CONTROL

THIRD SEMESTER	
301	INTERNATIONAL BUSINESS ENVIRONMENT
302	OPERATION RESEARCH
303	E-COMMERCE
304	PROJECT MANAGEMENT & ENTREPRENEURSHIP
305	INVESTMENT MANAGEMENT
306	SECURITY MARKET OPERATIONS
307	FUNDS MANAGEMENT IN BANKING INSURANCE SECTORS
308	FINANCIAL INSTITUTIONS AND MARKETS

MBA MBA (FINANCE & CONTROL) IIIRD SEM.

301	INTERNATIONAL BUSINESS ENVIRONMENT
UNIT-1	Introduction to International Business: Nature and Scope. Of International Business. Process of Internationalization, Theories of Internationalization, Rationale of International business – Bases of International Trade.
UNIT-2	International Socio-cultural and Political environment: Types of political systems, Nature of Political Risks and Management of Political risks, Cultural differences, Cross cultural Management, Dimensions of culture across the world.
UNIT-3	International Economic Environment: Foreign Investment Theories, Current trends in Foreign Investment inflows – comparison between India and other developing nations, Protectionism and trade barriers, Major International economic institutions- WTO, World Bank, IMF, and UNCTAD
UNIT-4	Technology and Intellectual Property rights: Technological environment, Problems in transfer of technology, Concept of IPR, IPR violations and protection, Environmental Issues in International business – Global warming and its impact on business, Stands taken by Developed and Developing countries.
UNIT-5	Miscellaneous current issues in International Business: International Trade blocs and Regional Economic Co-operations, India's relations with and participation in Trade Blocs, Organization structures for International Business, International Negotiations, Competitive advantage and Strategic International Management.

Course Outcomes:

CO1. Explain the concept of the various constituents of environment and their impact on businesses.

CO2. Apply the trade theories, investment theories, exchange rate theories and regional trading bloc theories and their impact on economic welfare.

CO3. Analyse the principle and the different exchange rate regimes' impact on businesses.

CO4. Integrate the concept and opening economies of developing countries like India through RTB and multilateral route(WTO).

SUGGESTED READINGS:

1. Albaum Duerr - International Marketing and Export management (Pearson)
2. Cherunilam F – International Business (PHI)
3. Hill C.W. - International Business (McGraw Hill)
4. Daniels - International Business (Pearson)
5. Joshi, R.M., International Business, (Oxford University Press)
6. Jaiswal- International Business (Himalya)
7. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons)

MBA (FINANCE & CONTROL) IIIRD SEM.

302	OPERATION RESEARCH
UNIT-1	Introduction to Operation Research: Decision making through OR, Nature & Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application and scope of OR, Basic OR models.
UNIT-2	Programming techniques: Linear programs and applications, Linear programming graphical methods, Simplex methods, minimization problems, artificial variables problems, Concepts of duality, Sensitivity analysis.
UNIT-3	Transportation & Assignment Problems, Game Theory: Two Person Zero sum games, Mixed Strategies.
UNIT-4	Network and simulation: PERT and CPM, Markov Analysis, Brand Switching, simulation concepts and applications, decision theory
UNIT-5	Inventory and Queuing theory: Inventory and waiting line concept, Inventory control, Deterministic models, Queuing models.

Course Outcomes:

- CO1 Identify and develop operational research models from the verbal description of the real system.
 CO2 Understand the mathematical tools that are needed to solve optimisation problems.
 CO3 Use mathematical software to solve the proposed models.
 CO4 Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes in Management Engineering

SUGGESTED READING:

1. Taha, H.; Operations research, New York, Macmillan.
2. Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall.
3. Theirouf and Klekamp; Decision Making Through Operations Research, New York, John Wiley.
4. Sharma, J.K.; Operations Research : Theory and applications, New Delhi, Macmillan.
5. U.K. Srivastava : Quantitative Techniques.
6. Wagner : Principles of Operations Research.
7. Kothari, C.K. : Quantitative Techniques.
8. Kanti Swaroop: Operations Research.
9. Bierman and others : Quantitative Analysis for Business.
10. Ackoff & Saisini : Fundamentals of Operations Research.
11. Vohra, N.D.: Quantitative Techniques in Management.

MBA (FINANCE & CONTROL) IIIRD SEM.

303	E-COMMERCE
UNIT-1	E-Commerce:- Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.
UNIT-2	Electronic Payment System- Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.
UNIT-3	E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, E-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.
UNIT-4	Security Threats to E-Commerce: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications
UNIT-5	E-Commerce security considerations: E Commerce & M Commerce – Different ways of Implementing Information and Data Security – Digital Signature – Data Capture by Bar Code, RFID and QR Code - Electronic fund transfer and security – E-Governance – Electronic records – IT Act 2000 and 2008

Course Outcomes:

CO1: Understand the basic concepts and technologies used in the field of management information systems;

CO2: Have the knowledge of the different types of management information systems;

CO3: Understand the processes of developing and implementing information systems;

CO4: Be aware of the ethical, social, and security issues of information systems;

REFERENCES:

1. Agarwala, K.N. and Deeksha Agarwala: Business on the Net: What's and How's of E-Commerce : Macmillan, New Delhi.
2. Agarwala, K.N. and Deeksha Agarwala: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.
3. Cady, Glcc Harrab and McGregor Pat: Mastering the internet, BPB Publication, New Delhi.
4. Diwan, Parg and Sunil Sharma: Electronic Commerce- A Manager's guide to E-Business, Vanity Books International, Delhi.
5. Janal, D.S: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
6. Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
7. Minol and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
8. Schneider, Gray P: Electronic Commerec, Course Technology, Delhi.
9. Young, Margaret Levine: The Complete Reference to internet, Tata McGraw Hill, New Delhi.
10. O'Brein J: Management Information Systems, Tata McGraw Hill, New Delhi.

MBA (FINANCE & CONTROL) IIIRD SEM.

304	PROJECT MANAGEMENT & ENTREPRENEURSHIP
UNIT-1	Entrepreneur & Entrepreneurial development- Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur- Factors influencing entrepreneurship: Individual factors- Environmental factors- Socio-cultural factors- Support systems- Entrepreneurial motivation.
UNIT-2	Functions of an entrepreneur- Types of entrepreneurs- Entrepreneur- Entrepreneur and Professional manager. Women Entrepreneur: Concept and functions of women entrepreneurs- Problems of women entrepreneurs-Developing women entrepreneurs – recent trends
UNIT-3	Entrepreneurial Development Programmes (EDPs): Need and objectives of EDP- Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs-Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).
UNIT-4	Concept of a Project & Project Management- Characteristic features of a project- Project life cycle and its different phases- Project feasibility study- Market feasibility- Technical feasibility-Financial feasibility- Prerequisites for successful implementation of projects.
UNIT-5	Evaluation and appraisal of projects- Project appraisal techniques- Project Control- Reasons for ineffective project control- Technique of project control- Preparation of project proposals

Course Outcomes:

CO 1: Conceptual knowledge about the procurement and sourcing management

CO 2: Understanding of the processes of sourcing management

CO 3: Competency to vendor selection and rating

SUGGESTED READINGS:

1. Prasanne Chandra-Projects Preparation, Appraisal, Budgeting and Implementation
2. (TMH).
3. S. Chaudhary-Project Management (TM! l).
4. Gopal Krishnan and Ramamurthy: Project Management Handbook (MC Milan).
5. T. Lucey: Investment Appraisal Evaluating Risk and Uncertain Things (CIMA).
6. C. Sttaffork: Project Cost Control using Networks (CIMA)

MBA (FINANCE & CONTROL) IIIRD SEM.

305	INVESTMENT MANAGEMENT
OBJECTIVE: This course exposes the students to the various concepts of investment management and provides an in-depth study of various issues thereunder. Course Inputs	
UNIT-1	Investment: Nature and scope of investment analysis; Elements of investment - return, risk and time elements; Objectives of investment; Security return and risk analysis; Measurement of return and risk; Approaches to investment analysis. Types of investments: Financial investments —securities and derivatives, deposits, tax-sheltered investments; Non-financial investment - real estate, gold and other types and their characteristics; Sources of financial information
UNIT-2	Fundamental Analysis: Economic analysis, industry analysis and company analysis. Technical Analysis: Various prices and volume indicators, indices and moving averages; Interpretation of various types of trends and indices,
UNIT-3	Efficient Market Hypothesis: Weak, semi-strong and strong market; Testing of different forms of market efficiency and their significance. Valuation of Fixed income Securities: Bonds, debentures, preference. shares, and convertible securities.
UNIT-4	Valuation of Variable Income Securities: Equity shares.
UNIT-5	Investment by Individuals: investment policies of individuals; Tax saving schemes in India.

Course Outcomes:

- CO 1 •** To provide a theoretical and practical background in the field of investments.
- CO 2 •** Designing and managing the bond as well as equity portfolios in the real word.
- CO 3 •** Valuing equity and debt instruments.
- CO 4 •** Measuring the portfolio performances.

SUGGESTED READINGS:

1. Avadhaan V.A : SEBI! Guidelines and Listing of Companies, Himalya Publishing House, Delhi,
2. SEBI Act 1992, Nabhi Publication, Delhi
3. Securities (Contract and Regulation)
4. Taxman's Company Act, (Latest),
5. Taxman's Masters Guide to Companies Act,
6. Taxman's Mercantile Law, (Latest).
7. The Companies Act
8. The Negotiable Instruments Act,
9. Singh, Avtar: Law Relating to Monopolies, Restrictive and Unfair Trade Practices, Eastern Book Co., Bhandari IA: Guide to Company Law Procedure - Vols I, II and III: Jain Book Agency, New Delhi. Parnaiya A: Guide to Companies Act; Wadhwa Publishing, Nagpur.

MBA (FINANCE & CONTROL) IIIRD SEM.

306	SECURITY MARKET OPERATIONS
OBJECTIVES: This course aims at equipping students with the practical knowledge about the functioning of primary markets and stock exchanges.	
UNIT-1	Security Markets: Legal Environment: St3I Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines for FII's. Security Markets: Primary and secondary market; Primary market - its role and functions: Methods of selling securities in primary market; New financial instruments.
UNIT-2	New Issues: SEB 1 guidelines for public issues —pricing of issue, promoters' contribution, appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc.; Underwriting all issues; Allotment of shares; Procedures for new issues; e- trading. Secondary Market: Role, importance, organization of stock exchanges; Listing of securities in stock exchanges; Trading mechanism- screen based trading; Insider trading; Take-overs; Internet based trading
UNIT-3	Depository: Role and need; The Depositories Act, 1996; SEM (Depositories and Participants Regulation) 1996; SEBI (Custodian of Securities) Regulation 1996; National Securities Depository Ltd. (NSW: Depository participant). NSC and OTCEL: National Stock Exchange and Over the Counter Exchange - role, organization and management; Listing rules, procedure including formats, formalities; Accounting records for buying/ selling transactions Nature of transactions - cash and forward; Settlement of trades.
UNIT-4	Derivative Trading: Future and options- concept, meaning and invariance: Methods of trading; Valuation of options Funds from international Markets: FII'S, Euro issues, ADR's, GDR's and FDI; Guidelines for raising funds from the international markets through various instruments.
UNIT-5	Credit Rating: Meaning and necessity; Credit rating agencies; Methodology of credit rating. Share Price Indices: Need and importance; Compiling of index numbers and interpretation.

Course Outcomes:

- CO 1 To Familiarize the students about SEBI and its Rules
- CO 2. To Understand the activities and procedures of Security Market and its mechanism and ➤➤
- CO 3. To acquaint the knowledge about funds mobilized through various sources and instruments of Financial Marke

REFERENCES:

1. Dalton, John M.; How the Stock Market Works, Prentice Hall , New Delhi,
2. Gupta, LC.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi, Maachi Raju, RR: Merchant Banking; Wiley Eastern Ltd.; New Delhi.
3. Machi Raju, H.R: Working of Stock Exchanges in India: Wiley Eastern Ltd.; New Delhi,
4. Web site of bseindia.com, nse-india.com.
5. Chandratre KR:, et al: Capital Issue, SEBI & Listing: Bharat Publishing House, New Delhi.

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6. Donald E. Fisher, Ronald J. Jordan: Security Analysis and Portfolio Management; Prentice Hall, New Delhi.
R.19hunathan
7. V: Stock Exchanges and Investments: Tata McGraw Hill, New Delhi

MBA (FINANCE & CONTROL) IIIRD SEM.

307	FUNDS MANAGEMENT IN BANKING INSURANCE SECTORS
OBJECTIVE: This course aims at developing necessary skills for applying the principles of financial analysis to management of funds y commercial banks, and the instance-,sector, Course Inputs	
UNIT-1	Liquidity Management in Commercial Funds: Theories of liquidity management; Priorities in the employment of bank lends; Problems in resource allocation in India, Management of Capital Funds in Commercial Banks: Meaning and functions of capital funds; Necessity of adequate capital tends; Standard to measure capital adequacy; Present position in India with respect to capital adequacy
UNIT-2	Management of Primary Reserves: Nature and purpose of primary reserves; Legal reserves-nature and function; Working reserve-nature and function; Cash management in commercial banks. Management of Secondary Reserves: Nature and function of secondary reserves: Factors influencing secondary reserves; Estimation and management of secondary reserves,
UNIT-3	Management of Bank Deposits: Relevance of marketing approach to deposit mobilization in banks: Concept of bank marketing; Formulating marketing strategies for commercial banks-opportunity analysis, target market, competitive positioning; Implementing marketing strategy. Management of Bank Loans: Characteristics of commercial loans: Loan policy in a commercial bank; Evaluating loan application- credit information, credit analysis, credit decision; Priority sector lending policies of commercial banks in India.
UNIT-4	Management of Bank investments: Nature and principles of security investment of commercial banks: Formulating investment policy: Volume and pattern of investment of commercial banks in India. Performance Evaluation and Monitoring in Banks: Performances of banks- branch expansion, deposit mobilization and credit deployment: Profitability poi-formal-ice; Structure and pattern of income and expenditure in commercial banks in India.
UNIT-5	Principles and Practice of General Insurance: Meaning. functions and scope of life, tire, engineering, accident, marine and aviation insurance; Insurance Act 1938. Risk Management Through insurance: Role of insurance; Benefits and limitations; Risk management policies —fire insurance; Engineering insurance- machinery breakdown insurance; Public liability insurance- compulsory public liability insurance, products liability, professional indemnities, employers' liability insurance; Special features- types of cover - marine insurance, aviation insurance including inland rail/road transit insurance.

Course Outcomes:

CO 1 Understand the basic concepts of banking and functions of banking

CO 2 Examine the banking scenario in India.

CO 3 Understand the basic concepts of insurance and elaborate the kinds of business risks.

CO 4 Evaluate the insurance business environment in India.

SUGGESTED READINGS :

Bakerweltord, A.W and W W Otter Barry: Law Relating to Fire Insurance, Butterworth & Co. Lid., London. Dinsdale, W.A: Elements of Insurance, Pitman,

Government of India, Insurance Act 1937 as amended.

Jadhav, Narendrw Challenges talndian Banking, ed., Macmillan, New Delhi.

Joel, Bessis : Risk Management in Banking, John Wiley,

Kotch, Timothy W: Bank Management, Dryden Press, Chicago.

Sharma, R.S: Insurance Principles and Practice, Vora, DeIN.

Sinkey, Joseph F. Jr: Commercial Banks Financial Management, Prentice i-fali,

Smith, T.R: Fire Insurance Theory & Practice, Stone & Cox.

Tanna., M.L: Banking Law and Practice, Indian Law House, Delhi.

Turner, H.S: Principles of Marine Insurance, Stone and Cox,

Khan MY: Indian Financial System —Theory, and Practice; Vikas Publishing House, New Delhi.

Mishkin Frederics S; The Economics at Money Banking and Financial Markets; Harpor Collins, New York.

MBA (FINANCE & CONTROL) IIIRD SEM.

308	FINANCIAL INSTITUTIONS AND MARKETS
OBJECTIVE: This course aims at providing students with an understanding of the structure, organization, and working of financial markets and institutions in India. Course Inputs	
UNIT-1	Introduction: Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system - an overview. Financial Markets : Money and capital markets; Money market — meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc.; Recent trends in Indian money market; Capital market- primary and secondary markets; Depository system; Government securities Market; Role of SEBI - an overview; Recent developments. Reserve Bank of India: Organization, management and functions; Credit creation and credit control; Monetary policy.
UNIT-2	Commercial Banks: Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading;. Recent developments in commercial banking. Development Banks: Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, 111B1, SIDBI; State development banks, state financial corporations. Insurance Sector: Objectives, role, investment practices of LIC and GIC insurance Regulatory and Development Authority- role and functions.
UNIT-3	Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; Investment policies of non-banking financial institutions in India.
UNIT-4	Mutual Funds: Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India - an overview. Merchant Banking: Concept, functions and growth; Government policy on merchant banking service'; SEBI guidelines; Future of merchant banking in India.
UNIT-5	Interest Rate Structure: Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure, Foreign Investments: Types, trends and implications: Regulatory framework for foreign investments in India.

Course Outcomes:

- CO 1 .Describe the financial system of India.
- CO 2 Outline the participants in the financial markets.
- CO 3 Understand the instruments of the money and bond markets.
- CO 4 Understand the various derivative instruments.
- CO 5 The course will help the students in taking investment decisions and in future if they pursue higher studies in this field they can become Financial Advisors as well.

REFERENCES:

1. Avdhani: *Investment and Securities Markets in India*, H;rraiya Publications, Delhi.
2. Bhole. L.M.: *Financial Markets and institutions*, Tata McGraw Hill, *Delhi*.
3. Chosh, O: *Banking Policy in India*, Allied Publications, Delhi.

4. Giddy,LH: Global Financial Markets,
5. Khan, MN: Indian Financial System, Tata McGraw Hilt, Delhi.
6. Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
7. Varshney,P.N: Indian Financial System, Sultan Chandel & Sons, New Delhi,
8. Averbach, Robert D: Money, Banking and *Financial* Markets; MacMillan, London.
9. Srivastava R.M : Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
10. Verma JO: Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi

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PAPER CODE	FORTH SEMESTER
401	BUSINESS POLICY & STRATEGIC MANAGEMENT
402	MANAGEMENT INFORMATION SYSTEM
403	FINANCIAL SERVICES MARKETING
404	INTERNATIONAL FINANCIAL MANAGEMENT
405	CORPORATE TAX PLANNING AND MANAGEMENT
406	DERIVATIVES AND RISK MANAGEMENT
407	PORTFOLIO MANAGEMENT
408	MULTINATIONAL FINANCIAL MANAGEMENT

MBA (FINANCE & CONTROL) 4TH SEM.

401	BUSINESS POLICY & STRATEGIC MANAGEMENT
OBJECTIVE: To provide an understanding of the integration of the functional areas and to provide a top management perspective. After Studying this course the students must be able to correlate the conceptual knowledge of management with the current real world of business. It is a case based paper.	
UNIT-1	Foundations of Strategic Management: Introduction to Strategic Management, Hierarchy of Strategic Intent, Strategic Management for Sustainability.
UNIT-2	Strategy Appraisal: Environmental Appraisal, Organizational Appraisal. (Relevant Case Studies)
UNIT-3	Strategies at Deferent level: Corporate-level Strategies, Business-level Strategies. (Relevant Case Studies)
UNIT-4	Pursuing Strategies: Methods for Pursuing Strategies & Strategic Analysis & choice.(Relevant Case Studies)
UNIT-5	Implementation Evaluation & Control: Activating Strategies, Structural Implementation, Behavioral Implementation, Functional and Operational Implementation.(Relevant Case Studies)

Course Outcomes:

CO 1: Knowledge of Talent Management Processes

CO 2: Understanding for analysis of the impacts of Talent management in the organization

CO 3: Competency to implement Talent Management practices

CO 4: Competency to develop leadership qualities among subordinate

CO 5: Knowledge about the reward system to support Talent management

SUGGESTED READINGS:

1. Ansoff H. I. "Corporate Strategy" McGraw-Hill, New York.
2. Glueck W. F. & Jauch L. R, "Business Policy and Strategic Management 5th ed. MacGraw-Hill, New York,
3. Kazmi A "Business Policy" Tata McGraw-Hill, New Delhi,
4. Thomas J. G. "Strategic Management: Concepts, Practice & Cases" Harper & Row, New York,

MBA (FINANCE & CONTROL) 4TH SEM.

402	MANAGEMENT INFORMATION SYSTEM
UNIT-1	Management Information System: Definition, basic concepts, framework, role & need of MIS. Organization and Information Systems: Changing Environment and its impact on Business . The Organization: Structure, Managers and activities, Data, information and its attributes ,The level of people and their information needs, Types of Decisions and information- Information System, categorization of information on the basis of nature and characteristics.
UNIT-2	Data processing systems: retrieval of data, storage of data, concepts of information, organizational structure and management concepts, Management Control, the decision making process by information, Types of decision, concepts of planning and control, EIS, DSS, TPS, security issue. Data sources and data management: Files: Definitions, types of files, concepts of DBMS, data warehouse, DDL, DML, DLL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram.
UNIT-3	System Concept: System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation.
UNIT-4	Kinds of Information Systems: Transaction Processing System (TPS) - Office Automation System (OAS) -Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) -Executive Support System (EIS or ESS).
UNIT-5	Security and Ethical Challenges: Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism. How Organizations affect Information Systems: Decisions about the Role of Information Systems, Information Technology Services, Why Organizations Build Information Systems, The Systems Development Process, How Information Systems affect Organizations, Economic Theories, Behavioral Theories

Course Outcomes:

- CO 1.Be able to understand the importance of information management in business and management.
CO 2.To understand and formulate different types of information systems in business.
CO 3.Be able to apply the theory and concepts in practical with help of software
CO4.To apply various security and ethical issues with Information Systems
CO5.To synthesize applications on Spread sheet and database software

SUGGESTED READING:

1. James A.O. Brien: Management Information Systems a managerial End uses perspective.
2. Surduck R.G. : Information Systems for Modern Manager.
3. Tony Gunton : Infrastructure: building a framework for Corporate Information handling.
4. Gorden B. Davis : Management Information System.
5. Lucas: Information Systems concepts for Management.

MBA (FINANCE & CONTROL) IVTH SEM.

403	FINANCIAL SERVICES MARKETING
UNIT-1	Introduction to Services Marketing: Origin, Growth, Classification, Distinguishing features of Financial Services Marketing, Services Marketing Mix, Understanding financial Consumers.
UNIT-2	Service product and pricing: Service planning and designing, classification, new service development, branding of financial services. Objectives and strategies of financial services pricing, cost based, value based and competition based pricing.
UNIT-3	Service Distribution and Communication: Delivering financial services through intermediaries, , Designing communication mix for financial services, Objectives of financial services marketing communication
UNIT-4	Designing and Managing Services delivery process: Blueprinting services, balancing demand and capacity, customer and employee roles in services delivery process, Designing financial Service environment.
UNIT-5	Managing customer relations and service quality: Building Customer loyalty, customer feedback and service recovery, managing service quality, GAP model. Marketing and retention strategies for fund and non fund based financial services- leasing, hire purchase, consumer finance, insurance & factoring, mutual funds.

Course Outcomes:

CO 1`The learners will be able to apply necessary skills in managing a financial service company.

CO2 They will be able to apply financial concepts, theories and tools and will be in a position to evaluate the legal, ethical and economic environment related to financial services

SUGGESTED READINGS:

1. Essence of Services Marketing – Payne Adrian
2. Services Marketing: Integrating Customer Focus Across the Firm - Valarie A Zeithaml
3. Services Marketing : People, Technology & Strategy - Christopher Lovelock
4. Financial Services Marketing – S M Jha
5. Avadhani, V.A.: Investment and securities, Market in India, Himalaya Publishing House, Bombay.

MBA (FINANCE & CONTROL IVTH SEM.)

404	INTERNATIONAL FINANCIAL MANAGEMENT
COURSE OBJECTIVE : The objective of this paper is to give student an overall view of the international financial system and how multinational corporations operate.	
COURSE OUTLINE :	
UNIT-1	Multinational Financial Management– An overview, Evolution of the International Monetary and Financial System.
UNIT-2	Managing short term assets and liabilities, Long- term Investment Decisions.
UNIT-3	The Foreign Investment Decision: Political Risk Management, Multinational Capital Budgeting- Application and Interpretation.
UNIT-4	Cost and Capital Structure of the Multinational Firm: Cost of Capital and Capital Structure of the Multinational Firm, Dividend Policy of the Multinational Firm.
UNIT-5	Taxation of the Multinational Firm, Country Risk Analysis, Long-term Financing.

Course Outcomes:

1. Understand international capital and foreign exchange market
2. Identify and appraise investment opportunities in the international environment
3. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
4. Identify and evaluate foreign direct investment and international acquisition opportunities
5. Develop strategies to deal with other types of country risks associated with foreign operations
6. Express well considered opinion on issues relating to international financial management.

SUGGESTED READING:

1. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey Prentice Hall Inc,
2. Bhalla, V.K. International Financial Management, 2nd ed, New Delhi, Anmol,
3. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc,
4. Kim, Suk and Kim, Seung, Global Corporate Finance : Text and Cases 2nd ed, Miami, Florida, Kolb,
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India,

MBA (FINANCE & CONTROL IVTH SEM.)

405	CORPORATE TAX PLANNING AND MANAGEMENT
OBJECTIVE: This course aims at making students conversant with the concept of corporate tax planning and Indian tax laws, as also their implications for corporate management.	
UNIT-1	Introduction to Tax Management: Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax.
UNIT-2	Tax Planning for New Business: Tax Planning with reference to location, nature and form of organization of new business.
UNIT-3	Tax Planning and Financial Management Decisions: Tax planning relating to Capital structure decision, dividend policy, inter-corporate dividends and bonus shares.
UNIT-4	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. Shut down or continue decisions.
UNIT-5	Special Tax Provisions: Tax Provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters. Tax planning with reference to amalgamation of companies ,Tax deductions and collection at source; Advance payment of tax.

Course Outcomes:

- CO1: Understand about various tax provision and planning
CO2: Understand the scope tax planning concerning various business and managerial and strategic activities can be explored
CO3: Have Know about various Tax Dates Rates and Forms
CO4: Have Knowledge of Financial Planning and its Process
CO5: Have knowledge about asset allocation and retirement planning process

REFERENCES:

1. Ahuja G.K and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax,
2. Bharat Law House, New Delhi.
3. Circulars issued by C.B.D.T.
4. Income Tax Act,
5. Income Tax Rules,
6. Lakhotia, R.N: Corporate Tax Planning, Vision Publications, Delhi.
7. Singhanian, V.K: Direct Taxes : Law and Practice, Taxman's Publication, Delhi.
8. Singhanian, Vinod K: Direct Tax Planning and Management, Taxman's Publication,
9. Delhi.

MBA (FINANCE & CONTROL IVTH SEM.)

406	DERIVATIVES AND RISK MANAGEMENT
OBJECTIVE: This course introduces students to the application of various tools and techniques of financial risk management.	
UNIT-1	Introduction: Meaning and purpose of derivatives; Forward contracts, future contracts options, swaps and other derivatives; Type of traders; Trading future contracts: Specification of the future contracts; Operation of margins; Settlement and regulations. Sources of financial Risk: Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.
UNIT-2	Options: Types of options; Option trading; Margins; Valuation of options; Binomial option Pricing Model; Black-Scholes model for Call Options; Valuation of put options; Index options; Option markets-exchange traded options, over the counter options. Quotes. Trading, merging, clearing, regulation and taxation; Warrants and convertibles. Futures: Hedgers and speculators; Future contracts' Future markets-clearing house, margins, trading, future positions and taxation; Future prices and spot prices; Forward price vs future prices; Futures vs options
UNIT-3	SWAPS: Mechanics Of interest rate swaps, valuation of interest rate swaps; Currency swaps and its valuation; Credit risk and swaps.
UNIT-4	Managing Market Risk: Hedging schemes-delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio insurance.
UNIT-5	Derivatives Market in India: Present position in India-regulation, working and trading activity.

Course Outcomes

- Co 1 Understand derivative in detail such as forward, futures, options, Greeks, swaps etc.
- Co 2 Understand of option pricing models
- Co 3 Understand the concept of hedging, speculation and arbitrage.

REFERENCE

1. Chance, Don M; An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lillian: Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit: Swap & Derivative Financing, Probes.
4. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert: Financial Derivatives. New York Institute of Finance, New York.
6. Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York.
7. Marshall, John F and V.K. Bansal: Financial Engineering- A Complete guide to Financial Innovation. Prentice Hall Inc., New Delhi.
8. Report of Prof. L.C. Gupta: Committee on Derivatives Trading.
9. Report of Prof. J.C. Verma: Committee Report on Derivatives Trading.

MBA (FINANCE & CONTROL) IVTH SEM.

407	PORTFOLIO MANAGEMENT
OBJECTIVE: The Objectives of this course is to enable students learn various methods of building portfolios, evaluation and revision under various economics environmental constraints.	
UNIT-1	Portfolio Management: Meaning, Importance, Objectives and Various issues in portfolio construction, revision of portfolio and evaluation.
UNIT-2	Portfolio Analysis: Estimating rate of return and standard deviation of portfolio returns; Effects of combining securities; Markowitz risk-return optimization.
UNIT-3	Single Index Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimization solution, Capital Market Theory: Capital Market Line, Security market line; Risk free lending and borrowing; Recent developments.
UNIT-4	Factor Models: Arbitrage pricing theory, principle of arbitrage, Arbitrage portfolio; Two factor and Multi factor models, Behavioral Finance.
UNIT-5	Portfolio Construction: Techniques of portfolio construction. Portfolio Performance Evaluation: Measure of Return, Risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures. Market Efficiency: Concept, importance and status of Indian capital market.

Course Outcomes

- CO 1 Understand the concept of portfolio selection.
 CO2: Assess the efficiency level of the financial market.
 CO 3 Application of asset pricing models for the selection of securities.
 CO4: Understand portfolio performance measurement.
 CO 5: Understand the various theories for technical analysis.
 CO6 apply the concept of portfolio management for the better investment.

REFERENCES:

1. Barua, Raghunathan and Verma: portfolio management, Tata McGraw Hill, New Delhi
2. Clark, James Francis: Investment- Analysis and Management, McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition, New York.
4. Fischer, D.E and Jordan R.J: Security Analysis and Portfolio Management, Prentice Hall, New Delhi.
5. Sharpe, Willim F, Gordon J Alexander and J.V Bailly: Investments, Prentice Hall, New Delhi.
6. Strong, Robert: Portfolio Construction: Management and Protection, West Publishing Co.
7. Sharpe, Willim F: Portfolio Theory and Capital Markets, Mc Graw Hill, New York.
8. Elton Edwin J, Gumber Martin J: Morden Portfolio Theory and Investment Analysis; John Wiley, New York.

MBA (FINANCE & CONTROL) IVTH SEM.

408	MULTINATIONAL FINANCIAL MANAGEMENT
OBJECTIVE: This course offers an understanding of the conceptual framework within the key financial decisions of multinational firm are analyzed.	
UNIT-1	Multinational Financial Management: Growth and importance of international finance ; Types of risk in international finance; Rewards in international finance. Multinational Working Capital Management: Short term overseas financing sources; International management of cash, accounts receivables and inventory management.
UNIT-2	Multinational Investment Decisions: Capital Budgeting for multinational corporations Financing Decision: Cost of Capital for foreign investment and designing financial structure.
UNIT-3	International Financing: Equity financing, bond financing, bank financing, direct loans, Government and development bank lending. Political Risk: Measurement of political risk, management of political risk, political risk analysis in capital budgeting.
UNIT-4	Portfolio Investment: Benefits of international portfolio investment, spreading risk, international capital asset pricing, international diversification. International Tax Management: Corporate taxes, Value Added Tax (VAT), Withholding Taxes, duties and tariffs; Branch verses subsidiary taxes; Tax havens.
UNIT-5	International Accounting and Reporting : Foreign currency translations; Multinational transfer pricing and performance measurement; Consolidated financial reporting; International accounting standards.

Course Outcomes

CO 1 Demonstrate basic understanding of foreign exchange market and exchange rates

CO 2 Demonstrate basic understanding of how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.

CO 3 Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions

CO 4 Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory.

REFERENCES:

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K and A.I Stenehill: Multinational Business cash Finance, Addison Wesley.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill Int. Ed., New York.
5. Levi, Maurice D: International Finance, McGraw Hill, International Edition.
6. Rodriquite, R.M and E.E Carter: International Financial Management, Prentice Hall, International Edition
7. Shaprio, Alan, C: Multinational Financial Management, Prentice Hall New Delhi.
8. Zeneff. D. And J Zwick: International Financial Management, Prentice Hall, International Edition.