

# **SYLLABUS**

**EXECUTIVE MASTER OF BUSINESS**

**ADMINISTRATION IN FINANCE**

**EMBA (Finance)**

**EMBA: Program objectives:**

- '  
To equip the working professionals with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
- '  
To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Economy & Society, aligned with the national & global priorities.
- '  
To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
- '  
To provide the working professionals with an in-depth understanding of the link between company decision-making and the operation of capital market, to explore the financial environment in which firms and managers must operate.
- '  
To help the working professionals develop an understanding of the changing domestic and global investment scenario in a capital market and operations of stock exchanges and to provide an in-depth knowledge of portfolio management.

**EMBA: Program Outcome:**

EMBA Programme professional will be able to:

- '  
Manage the finances of an organization using basic risk management concepts, tools and techniques.
- '  
Understand and apply basic financial management theory, especially pertaining to how decisions are made under uncertainty.
- '  
Make use of various tools of accounting for analyse business situation and take decision.
- '  
Develop analytical skills this which facilitate the decision making in Business situations.
- '  
Understand the relationship between expected risk and return and employ it to determine the cost of capital for new projects and assess their feasibility.

## COURSE STRUCTURE FOR EMBA (FINANCE)

### FIRST YEAR

#### First Semester

Course Code	Course Title	L	T	P	C
MF501	Managerial Economics	3	0	0	3
MF502	Introduction to Financial Accounting	3	0	0	3
MF503	Management Concept, Processes and Systems	3	0	0	3
MF504	Marketing Management	3	0	0	3
MF505	E-Commerce	3	0	0	3
MF506	Communication and Negotiation Skills	3	0	0	3
	<b>Total</b>	<b>12</b>	<b>6</b>	<b>0</b>	<b>18</b>

#### Second Semester

Course Code	Course Title	L	T	P	C
MF507	Organizational Behaviour and Design	3	1	0	4
MF508	Business Statistics & Analysis	3	0	2	4
MF509	Operations and Manufacturing Management	3	0	0	3
MF510	Financial Management	3	0	2	4
MF511	Global Supply Chain Management	3	0	0	3
MF512	Business Law	3	0	0	3
	<b>Total</b>	<b>18</b>	<b>1</b>	<b>4</b>	<b>21</b>

## SECOND YEAR

### Third Semester

Course Code	Course Title	L	T	P	C
MF513	Human Resource Management and Analytics	3	1	0	4
MF514	Security Analysis and Portfolio Management	3	0	0	3
MF515	Business Ethics & Corporate Governance	3	0	0	3
MF516	Strategic Management	3	1	0	4
MF517	Financial Derivatives	3	0	0	3
MF518	Taxation for Business	3	0	2	4
	<b>Total</b>	<b>18</b>	<b>2</b>	<b>2</b>	<b>21</b>

### Fourth Semester

Course Code	Course Title	L	T	P	C
MF519	Financial Analysis and Reporting	3	0	2	4
MF520	Project Management	3	1	0	4
MF521	Strategic Financial Management	3	1	0	4
MF522	Financial Engineering	3	1	0	4
MF601	Project Work	0	0	16	8
	<b>Total</b>	<b>8</b>	<b>3</b>	<b>24</b>	<b>24</b>

**Total Program Credits: 84**

## SEMESTER – I

<b>Course Code:</b> MF501	<b>Course Name:</b> MANAGERIAL ECONOMICS	<b>Credits: 3-0-0-3</b>	<b>Prerequisites</b> : NIL
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### **Learning Objectives:**

- To analyse & interpret fundamentals of economics.
- To study the interrelationship in an open economic system.
- To get a thorough understanding of the theoretical and empirical foundations, scope of applicability, qualifications, and limitations of a variety of strategic analysis approaches and procedures.

### **Learning Outcomes:**

After the completion of this course, students will be able to:

- Understand the basic concepts in Managerial Economics relevant to the consumer, the producer, and the wealth-owner.
- Analyse and forecast demand for consumer goods, capital goods, labour, and other factors of production.
- Determine and estimate the supply of goods and resources using production and cost functions.
- Evaluate pricing decisions.

### **Module- 1**

#### ***Module Objective:***

- To comprehend the relevance and application of managerial economics.
- To acquaint the students with market supply and demand.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the various managerial decision-making principles.
- Understand the sources and types of demand.

**Unit 1: Introduction to Managerial Economics:**

Scope of Economics, Economic Principles relevant to Managerial Decisions, Relationship of Managerial Economics with Decision Sciences.

**Unit 2: Market Demand and Supply:**

Determinants of Demand, Basis for Demand; Direct and Derived demand; Law of Demand, Law of Supply, Market Equilibrium. Consumer Behaviour.

**CASELETS****Module- 2*****Module Objective:***

- To acquaint students with the ideas of equal marginal utility and cardinal and ordinal utilities.
- To provide a fundamental comprehension of the production theory.

***Module Outcome:*** After the completion of the module, students will be able to:

- Examine the idea of the difference curve.
- Have a basic understanding of one- and two-variable production functions.

**Unit 3: Utility analysis:**

Cardinal and Ordinal utility, Equi-Consumer Equilibrium with cardi-marginal utility. Indifference curve and its properties, Consumer surplus, Price, Income and Cross Elasticities of Demand.

**Unit 4: Production Theory:**

Production Functions with one variable and two variable inputs, Producers' Equilibrium, Expansion Path, Total, Marginal and Average Revenue Factor; Returns to Scale.

**CASELETS**

## Module – 3

### ***Module Objective:***

- To enable students become familiar with the practical aspects of various market structure.
- To provide an in-depth comprehension of the national income concept.

### ***Module Outcome:*** After the completion of the module, students will be able to:

- Understand how prices and output are determined in oligopoly, monopolistic competition, perfect competition, and imperfect competition.
- Analyse important identities related to national income.

### **Unit 5: Market Structure:**

**Perfect Competition;** Assumptions, Price and Output determination in Perfect Competition in Short and Long run.

**Imperfect Competition:** Monopoly Features; Price and Output decisions; Price Discrimination.

**Monopolistic Competition:** Features; Price and Output decisions; Short and Long run Equilibrium.

**Oligopoly:** Features; Cartels and Collusions (introductory); Kinked Demand curve.

### **Unit 6: National income:**

Concepts, Methods of measuring National Income, Problems in measuring National Income, Circular Flow of Income in 2 Sector and 4 Sector model.

## **THE COMPREHENSIVE ASSIGNMENT**

[The Comprehensive assignment (CA) provides a vehicle for integration of learning across functions and disciplines. The assignment must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature].

### **Books for Reference:**

- ' Ahuja H.L. (2017). *Managerial Economics*. 9<sup>th</sup> Edition. S. Chand
- ' Dornbusch, R. and Fischer, S. (2015). *Macro Economics*. 11<sup>th</sup> Edition. Tata McGraw Hill Publication.
- ' Thomas, R. C., Maurice, C. S., & Sarkar, S. (2010). *Managerial Economics*. 9<sup>th</sup> Edition. Tata McGraw Hill Publication
- ' Dwevedi, D. N. (1992). *Principles of Economics*. 2<sup>nd</sup> Edition. Vikas Publication.
- ' Rangarajan C. & Dholakia B.H.(1979). *Principles of Macroeconomics*. 15<sup>th</sup> Edition. Tata McGraw Hill Publication
- ' Hirschey, M. (2009). *Managerial Economics (12<sup>th</sup> Edition)*. Cengage Learning.



## SEMESTER – I

<b>Course Code:</b> MF502	<b>Course Name:</b> <b>INTRODUCTION TO FINANCIAL ACCOUNTING</b>	<b>Credits: 3-0-0-3</b>	<b>Prerequisites</b> <b>: NIL</b>
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### **Learning Objectives:**

- To impart knowledge of basic accounting concepts.
- To create awareness about application of these concepts in business world.
- To impart knowledge regarding finalization of accounts of various establishments.

### **Learning Outcomes:**

After the completion of the course, students will be able to

- Demonstrate the various concepts and procedures that business's use in financial accounting so that they can present a realistic view of their operations to interested parties and implementation plan that might promote economic growth.
- Analyse the accounting system and process using accounting equations in order to examine how revenues and expenses are classified.
- Illustrate and compare the various procedures we use to record accounting entries in books of accounts in a chronological manner, as well as the procedures to correct errors made during recording using technology as a tool.

### **Module- 1**

#### ***Module Objective:***

- To comprehend overview of accounting.
- To acquaint the learners with the accounting concepts and principles.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the importance of financial accounting.
- Illustrate how accounting concepts and principles are useful in the business world.

**Unit 1: Introduction to Accounting:**

Overview of Accounting, Branches of Accounting, Meaning, and Definition of Financial Accounting, Objectives, Use of Financial Accounting in Business, Difference between Financial Accounting and Management Accounting.

**Unit 2: Basic Accounting Concepts and Principles:**

Accounting Principles , policies and conventions-Money Measurement, Business Entity, Dual Aspect, Periodicity Concept, Realization Concept, Matching Concept, Accrual / Cash Concept, Consistency Concept, Conservatism Principle, Materiality Concept, Going Concern Concept, Historical Cost Concept.

**CASELETS:****Module- 2*****Module Objective:***

- To acquaint students with various Accounting Standards.
- To help students comprehend the idea of depreciation.

***Module Outcome:*** After the completion of the module, students will be able to:

- Explain students about the importance of various accounting policies and how they relate to business needs.
- Assist students with different accounting depreciation techniques.

**Unit 3: Accounting Standards:**

Overview about Accounting standards i.e., Meaning, objectives, Advantages, Limitations and formulation. Introductions about Ind AS.

Basic Accounting Standards AS 1- Disclosure of Accounting Policies, AS 2 –Valuation of Inventories, AS 3 – Cash Flow Statement

**Unit 4: Depreciation Accounting:**

Concept, Significance of Depreciation, Methods of Depreciation, Overview of Fixed instalment method and diminishing balance method, Sinking Fund Method, Problems on Sinking Fund Method, Concept of Annuity Method, Problems on Annuity Method.

## **CASELETS:**

### **Module – 3**

#### ***Module Objective:***

- To examine complex accounting transactions in relation to accounting principles.
- To make students comprehend the purpose and meaning of income statement and balance sheet.

#### ***Module Outcome:*** After the completion of the module, students will be able to:

- Understand how trial balance is used to create the balance sheet and income statement.
- Recognize the impact of judgment and bias on financial statements and accounting practices

#### **Unit 5: Journal, Ledger and Trial Balance:**

Journal- Preparation of Journal, Ledger and Balancing.

Trial Balance- Introduction, Meaning, Objectives of preparing a trial balance, Methods of preparing a trial balance, Preparation of Trial balance, Adjusting Entries, Errors and their rectification, Errors disclosed by Trial Balance, Errors not disclosed by Trial Balance, Steps to locate the errors.

#### **Unit 6: Final Accounts**

Introduction, Adjustments before preparing final accounts, Depreciation, Bad Debts and accounting treatment of bad debts, Provision for doubtful debts, Reserves for Discount on Debtors, Reserve for Discount on Creditors, Closing Stock, Trading Account, Profit and Loss Account, Balance Sheet.

### **THE COMPREHENSIVE ASSIGNMENT**

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**Books for Reference:**

- Grewal, T.B, Double Entry Book Keeping.
- Jain & Narang, Advanced Accountancy.
- R.L. Gupta, Advanced Accountancy.

## SEMESTER – I

<b>Course Code:</b> MF503	<b>Course Name:</b> <b>MANAGEMENT CONCEPT, PROCESSES AND SYSTEMS</b>	<b>Credits: 3-0-0-3</b>	<b>Prerequisites</b> <b>: NIL</b>
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### **Learning Objectives:**

- To familiarise students with the terms, ideas, and viewpoints used in management as well as the field's historical development, moral principles, and social and environmental concerns.
- To help students get practical understanding of the abilities and duties required to be a successful manager.
- To understand a basic overview of organisational management theory and practise.
- To analyse the managerial functions—planning, organising, staffing, and controlling—and how they affect the structure of the company.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Understand the theoretical understanding of the management course.
- Develop the practical abilities, character traits, and competences necessary for managing positions.
- Understand the roles of planning, organising, staffing, and controlling in management.
- Analyse how management philosophies have changed historically.
- Describe the decision-making process in a company and how decisions are shared with different stakeholders.

## **Module- 1**

### ***Module Objective:***

- To understand the concept, nature, purpose and scope of management.
- To acquaint the learners with the classical and neo - classical systems and contingency approaches.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the roles, skills and functions of a manager.
- Comprehend the fundamentals of scientific management.

### **Unit 1: Introduction:**

Concept, nature, process, characteristics and significance of management; Managerial roles, Skills and Functions of a Manager; Management – An Emerging Profession.

### **Unit 2: Evolution of Management Thought**

Development of management through; Classical and neo - classical systems; Contingency approaches: - Robert Owen, Taylor Fayol and Elton Mayo, Operational Approach.

### **CASELETS:**

## **Module- 2**

### ***Module Objective:***

- To acquaint students with the planning and decision-making process.
- To familiarize students with meaning and process of organisational design and organisational structure.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the models of decision-making process.
- Understand the concept of delegation - centralization, decentralization.

**Unit 3: Planning and Decision making:**

**Planning** - Nature - Importance - Forms - Types - Steps in Planning - Objectives - Policies - Procedures and Methods - Nature and Types of Policies - Decision Making - Process of Decision making - Types of Decisions - Problems involved in Decision – making, Simon’s Model of Decision-making, Group Decision-making, Creativity Problem-solving.

**Management by Objectives and Styles of Management**

Core Concepts of MBO- Characteristics of Management by Objectives, Process of MBO, Benefits and Limitations of MBO, Management by Exception, Styles of Management (American, Japanese, Indian), McKinsey’s 7-S Model, Self-management.

**Unit 4: Organizing:**

Meaning - Organising – The Process, Organisational Design, Types of Organization (Line and Staff, Committees, Projects, Matrix) - Organizational structure - Span of Control - Departmentalization - Informal Organization - Authority and Responsibility - Delegation - Centralization, Decentralization.

**CASELETS:****Module – 3*****Module Objective:***

- To familiarize students with recruitment and selection.
- To enhance with understanding of process and type of coordination.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend the thorough understanding of performance appraisal and career development.
- Analyse contemporary issues of management.

**Unit 5: Staffing and Directing:**

Manpower Planning- Job Analysis, Job Description, Job Specification - Recruitment and Selection - Training and development - Performance Appraisal - Career Development - Principles of Directing.

## **Unit 6: Controlling and Coordination:**

Controlling - Meaning, importance -Control Process – Essentials of Effective Control System- Budgetary and Non-Budgetary Control – Control Techniques – Co-Ordination – Need, Types, Techniques, Requisites for Co-Ordination.

**Contemporary issues of management-** Ethics, Change Management, Customers and Diversity.

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## **Books for Reference:**

- ' C.B Gupta, Management Theory & Practice, Sultan Chand & Sons, 19th Edition, 2017.
- ' L.M Prasad, Principles and Practices in Management, Sultan Chand & Sons, 2015.
- ' P.C. Tripathi & P.N. Reddy, Principles of Management, McGraw Publication, 6th Edition, 2017.
- ' Harold Koontz, Cyril O' Donnell & Heinz Weihrich, Essentials of Management, McGraw Hill,Inc, 5th Edition, 2017.
- ' P. Subba Rao, Personnel and Human resource Management, Himalaya Publishing House, second edition



## SEMESTER – I

<b>Course Code:</b> MF504	<b>Course Name:</b> <b>MARKETING MANAGEMENT</b>	<b>Credits:</b> 3-0-0-3	<b>Prerequisites</b> : <b>NIL</b>
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### **Learning Objectives:**

- To familiarize with the basic concepts, and techniques of marketing management.
- To understand the behaviour of consumers.
- To create awareness of marketing mix elements.
- To analyse and solve marketing problems in the complex and fast changing business environment.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Provide an overview of marketing and its concepts.
- Provide fundamental knowledge about marketing management.
- Create strong foundation for further studies in the field of marketing.
- Undertake practical assignments and projects in the marketing area.
- Describe new trends in marketing.

### **Module- 1**

#### ***Module Objective:***

- To understand the concept of Marketing in the present era.
- To acquaint the learners with various reference groups and its influence on buying decision.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend students with market environment and its segmentation.
- Gain knowledge about marketing and the benefits it offers consumers.

## **Unit 1: Introduction to Marketing**

Definition, understanding market place and customer needs, value, marketing orientations (concepts), difference between marketing and sales, Marketing process, marketing mix, marketing organisations, marketing research- meaning and process. Marketing environment- micro-environment and macro-environment. Market segmentation- concept, bases for segmentation, targeting market segment, product positioning strategy.

## **Unit 2: Markets and Buying Behaviour**

Consumer buying behaviour- Concept, model of consumer behaviour, characteristics affecting consumer behaviour, Types of buying decision behaviour, the buyer decision process, the buyer decision process for new product. Reference Groups and Family Influences- Consumer Related Reference Groups, Celebrity and Reference Group Appeals Family Decision-making and Consumption related Roles, Consumer Socialization of Children.

### **CASELETS:**

## **Module- 2**

### ***Module Objective:***

- To provide understanding on the advertising objectives and various promotional techniques.
- To illustrate product management and pricing decisions.

***Module Outcome:*** After the completion of the module, students will be able to:

- Students will be able to understand new product development process along with the product life cycle strategies.
- Comprehend students with marketing channels and promotion mix.

## **Unit 3: Product management and pricing decisions**

Product management - meaning, classification, levels, individual product decisions, product line decisions, product mix decisions, services- nature and characteristics, brand-meaning and types. New product development process, product life cycle strategies. Pricing- factors to

consider while setting price, new product pricing, product mix pricing. Price adjustment strategies, price changes.

#### **Unit 4: Marketing channels and Promotion mix**

Marketing channels- nature and importance, channel design decisions, channel management decisions. Retailing- types, drivers of growth, retailing vs wholesale, strategic decisions in retailing. Promotion- Promotion Mix, AIDA Model, Integrated Marketing Communication (IMC) process, advertising objectives, developing advertising strategy, personal selling, sales promotion tools, sales force management.

#### **CASELETS:**

### **Module – 3**

#### ***Module Objective:***

- To analyse marketing strategies.
- To make students aware about new trends in marketing.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend customer relationship management process and global marketing.
- Recognize the marketing productivity metrics.

#### **Unit 5: Marketing Strategy**

Steps in companywide strategic planning, Marketing plan and its contents, Customer relationship management process, customer life time value, Online Marketing domain, setting up for online marketing, global marketing- levels of involvement.

#### **Unit 6: Contemporary issues and Trends in Marketing:**

Cross cultural training, Innovation in product designing, Emotional intelligence, Corporate Social Responsibility (CSR), Quality of Work Life and Quality Circles, Workforce Treatment and Workforce Discrimination, Transparency on the managerial activities. Human centric marketing, Predictive marketing, Contextual marketing, Augmented marketing, Omni channel marketing, Engagement marketing, Marketing productivity metrics-PAR and BAR.

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### **Books for Reference:**

- Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
- Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
- Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
- McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.

## SEMESTER – I

<b>Course Code:</b> MF505	<b>Course Name: E-COMMERCE</b>	<b>Credits: 3-0-0-3</b>	<b>Prerequisites :</b> NIL
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### **Learning Objectives:**

- To provide understanding of E-Enterprise and E-Commerce Process.
- To outline the management of risk.
- To acquaint learners with the knowledge of Electronic Payment Systems and EDI.
- To impart knowledge of E-Marketing.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Explain the Electronic Commerce Framework.
- Identify the E-business Enterprise.
- Analyse the risks associated with Business Transaction Data Transferred between Trading Partners.
- Evaluate implementation difficulties of EDI.

### **Module- 1**

#### ***Module Objective:***

- To understand various terminologies of e-commerce and its framework.
- To acquaint knowledge of the Electronic Payment System and EDI.
- To discuss e-Enterprise and e-Commerce processes.

***Module Outcome:*** After the completion of the module, students will be able to:

- Describe the most popular marketplaces of e-commerce.
- Impart knowledge of E-Marketing.

#### **Unit 1: Introduction to E-commerce:**

Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, E-commerce Infrastructure: Introduction, E-

commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website.

### **Unit 2: E-Enterprise and E-Commerce Process:**

Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, e-business Enterprise, Comparison between Conventional Design and E-organization, Organization of Business in an e-Enterprise.

e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model.

### **CASELETS**

#### **Module- 2**

##### ***Module Objective:***

- To understand the concept of risk management.
- To acquaint knowledge of the Electronic Payment System and EDI.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the potential risks related to the transfer of business transaction data between trading partners.
- Comprehend the various difficulties in the implementation of EDI.

### **Unit 3: Management of Risk:**

Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm.

Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, and Risks associated with Business Transaction Data Transferred between Trading Partners

### **Unit 4: Electronic Payment Systems and Data Interchange Electronic Payment Systems:**

Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Electronic Data Interchange (EDI): Meaning, History and Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet.

### **CASELETS:**

### **Module – 3**

#### ***Module Objective:***

- To acquaint learners with management of e-marketing sites.
- To discuss about various security concerns related to consumer-oriented business.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend students with e-marketing and consumer behaviour.
- Analyse management challenges and opportunities.

#### **Unit 5: E-Marketing:**

E-Marketing: The scope of E-Marketing, Internet Marketing Techniques, E-Commerce Catalogue Management.

#### **Unit 6: Consumer Oriented Business:**

Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities.

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### **Books for Reference:**

- Frontiers of Electronic Commerce: Ravi Kalakota, Andrew B Whinston, Pearson
- E-Commerce, An Indian Perspective: Joseph, PHI

- Electronic Commerce, Framework Technologies & Applications: Bharat Bhasker: McGraw-Hill
- Introduction to E-Commerce: Jeffrey F Rayport, Bernard J. Jaworski: Tata McGraw Hill
- Electronic Commerce: A Managers' Guide: Ravi Kalakota, Andrew B Whinstone
- E-Commerce & Computerized Accounting: Rajinder Singh, Er. Kaisar Rasheed, Kalyani
- Digital Marketing: Eric Greenberg & Alexander Kates, McGraw Hill.



## SEMESTER – I

<b>Course Code:</b> MF506	<b>Course Name:</b> <b>COMMUNICATION AND NEGOTIATION SKILLS</b>	<b>Credits: 3-0-0-3</b>	<b>Prerequisites</b> <b>: NIL</b>
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### **Learning Objectives:**

- To provide an overview of prerequisites to communication and negotiation skills.
- To acquaint learners with the tools and techniques of written communication.
- To provide a thorough understanding of non-verbal communication.
- To introduce basic theoretical principles and practical steps in the negotiating process.

### **Learning Outcomes:** After the completion of the course, students will be able to:

- Demonstrate effective improvement in their communication skills.
- Illustrate the implementation of the improved techniques of written communication for business correspondence.
- Improve overall presentation skills by focusing on non-verbal communication.
- Apply the knowledge of hard skills, soft skills, and networking skills in real-life situations.

### **Module- 1**

#### ***Module Objective:***

- To help build the foundation of communication skills.
- To acquaint the learners with the effective techniques of written communication.

#### ***Module Outcome:*** After the completion of the module, students will be able to

- Analyse the barriers in the communication process.
- Illustrate effective written communication skills to improve the overall business correspondence.

### **Unit 1: Introduction to Business Communication**

Meaning, nature, needs, types of communication: Oral Written & non-verbal, Upward, Downward & Lateral, Theories of Communication, Process of Communication, Barriers to Effective Communication.

### **Unit 2: Writing Strategies:**

Letter writing, types of business letter, Do's and Don'ts of business letter, Business Memos, resume writing, Essentials of resume writing, Importance of resume and covering letter.

### **CASELETS**

## **Module- 2**

### ***Module Objective:***

- To acquaint learners with the effective tools and techniques of communication skills.
- To provide a primary understanding of the significance of non-verbal communication.

***Module Outcome:*** After the completion of the module, students will be able to:

- Integrate effective communication skills to improve their managerial effectiveness.
- Comprehend and implement non-verbal communication skills to embrace their overall professional personality.

### **Unit 3: Communication for employment**

Strategies to develop effective communication skills, Speeches, public Speaking, Interviews, Group Discussion, Conference, Effective Listening, and Grapevine Communication. Contemporary issues in Communication

### **Unit 4: Types of Non-Verbal Communication:**

Meaning and importance Kinesics, Proxemics, Chronemics, Paralanguage and Artefacts, Business etiquettes: Dressing & Grooming, Business Meals, Table Manners.

**WEBINAR BY INDUSTRY EXPERTS** – [Topic: Pyramid of success: Power, Time, and Information. Opponent: Visceral or Idea]

## Module – 3

### ***Module Objective:***

- To acquaint learners with the functional aspect of Communication skills in the negotiation process.
- To provide a complete understanding of the different negotiation strategies.

***Module Outcome:*** After the completion of the module, students will be able to:

- Evaluate and apply the appropriate negotiation tricks to gain an advantage.
- Comprehend the various negotiation theories and formulate negotiation strategies.

**Unit 5: Negotiations/Negotiation strategies** -Types of negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.

### **Unit 6: Negotiation Strategies**

3 phases of actual negotiations: initial phase, exploratory phase and finalization; Rational and emotional elements of trust, cultural and psychological differences of trusting people; 4 negotiation scenarios: win-win, win -lose, lose - win, lose -lose; The Thomas; Kilmann Conflict Mode Instrument in negotiations; Leigh Thompson's 5 negotiation mental models Negotiation styles; Persuasion techniques; Reaching an agreement, types of agreements

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### **Books for Reference:**

- ' Rodriques, M.V., Effective Business Communication, Concept Publishing Company. Delhi, 2003.
- ' Rayudo. C.S., Communication, Himalaya Publishing House, Delhi 2008.

'  
Sinha, K.K., Business Communication, Galgoita Publishing Company, New Delhi, 2006.

'  
Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas; Effective Business Communication, Tata McGraw - Hill Publishing Company Limited, New Delhi, 2008.

'  
Michael L Spangle and Myra Isenhardt, Negotiation: Communication for diverse settings by Sage South Asia Edition.

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Barge, J. K. (2009). Negotiation Theory . In: Littlejohn, S. W., and Foss, K. A. (eds.). Encyclopedia of Communication Theory. SAGE Publications.

## SEMESTER – II

<b>Course Code:</b> MF507	<b>Course Name:</b> <b>ORGANIZATIONAL BEHAVIOUR and DESIGN</b>	<b>Credits:</b> 3-1-0-4	<b>Prerequisites</b> : NIL
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### **Learning Objectives:**

- To provide the basic concepts of organizational behaviour and its applications in contemporary organizations.
- To acquaint learners with how individuals, groups, and structure impact organizational effectiveness and efficiency.
- To help learners to appreciate the theories and models of organizations in the workplace.
- To encourage learners to creatively and innovatively engage in solving organizational challenges.
- To encourage the learning and appreciation of different cultures and diversity in the workplace.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Apply the conceptual foundation and theories of organizational behaviour.
- Develop a good working environment for an individual for the smooth running of the organization.
- Analyse inefficiency and weakness in individuals and apply various measures to improve it in the organization.
- Analyse how to develop coordination and teamwork in the organization.
- Apply how to use organizational power and politics in an effective manner.

## **Module- 1**

### ***Module Objective:***

- To help students in building the foundation of organizational behaviour.
- To acquaint the learners with the significance of personality, values, and attitudes.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend the concept of Organisation behaviour
- Understand the theories related to Individual Behaviour.

### **Unit 1: Introduction: Organisational Behaviour (OB)**

Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background -Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour. Contemporary issues in OB.

### **Unit 2: Individual Behaviour:**

Personality, Learning, Values and Attitudes, Perception, Learning-Behaviourist, cognitive and social learning; Stress at work, Motivation, Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs.

## **CASELETS**

## **Module- 2**

### ***Module Objective:***

- To acquaint students with the effective tools and techniques of interpersonal behaviour
- To provide a primary understanding of group behaviour and its role in overall organizational effectiveness.

***Module Outcome:*** After the completion of the module, students will be able to:

- Integrate effective interpersonal techniques to improve overall self-perception and attitude.
- Analyse and implement the understanding of the group behaviour to manage conflict effectively.

### **Unit 3: Inter-personal Behaviour:**

Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window. Managing misbehaviour at work - Sexual abuse, Substance abuse, cyber slacking, Aggression, and Violence.

### **Unit 4: Group Behaviour:**

Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Team building and role of teams, Effective Team Building Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict

## **WEBINAR BY INDUSTRY EXPERTS**

### **Module – 3**

#### ***Module Objective:***

- To provide a complete understanding of the organizational power, politics etc.
- To acquaint learners with the functional aspect of organizational design.

#### ***Module Outcome:*** After the completion of the module, students will be able to:

- Evaluate and apply the appropriate techniques to understand and analyse role of power and politics in an organisation.
- Comprehend the design, structure and change in an organisation.

### **Unit 5: Organisation Power and Politics:**

Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impression Management.

### **Unit 6: Organisational Theory, Design and Change**

Organization and Organization Theory, Strategy, Organization Design, and Effectiveness, Fundamentals of Organization Structure, Designing Organizations for the International Environment, Organization Size, Life Cycle, and Decline, Organizational Culture and Ethical Values, Innovation and Change, Change Management.

### **THE COMPREHENSIVE ASSIGNMENT**

[The Comprehensive assignment (CA) provides a vehicle for integration of learning across functions and disciplines. The assignment must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature].

### **Books for Reference:**

- Robbins, SP Stephen P, Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12th or 16th edition, Pearson Education, 2011.
- Fred Luthans, Organisational Behaviour, 11th edition, Mc Graw Hill, 2009.
- W. Newstrom, John, Organisational Behaviour, 10th edition, Tata Mc Graw –Hill 2009.
- Paul Heresy, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour: Leading Human Resources, 2008.
- Dr SS Khanka, Organisational Behaviour, S. Chand & Co, New Delhi, 2008.
- Sanghi Seema, Organisational Behaviour, Pearson, 2011
- Singh, K., Organizational Behaviour: Text and Cases, Pearson.



## **SEMESTER – II**

<b>Course Code:</b> MF508	<b>Course Name:</b> BUSINESS STATISTICS & ANALYSIS	<b>Credits:</b> 3-0-2-4	<b>Prerequisites</b> : NIL
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### **Learning Objectives:**

- To provide an understanding of key terminology, concepts, tools, and techniques used in business statistical analysis.
- To help learners critically evaluate the underlying assumptions of analysis tools.
- To acquaint learners with the uses and limitations of statistical analysis.
- To provide knowledge on implementing the basic statistical analysis of data.

### **Learning Outcomes:** After the completion of the course, students will be able to:

- Facilitate objective solutions in business decision-making under subjective conditions.
- Demonstrate different statistical techniques in business/real-life situations.
- Understand the need and application of analytics.
- Understand and apply various data analysis functions for business problems.

### **Module- 1**

#### ***Module Objective:***

- To assist in building the foundation of descriptive statistics.
- To acquaint the learners with the effective techniques of measure of central tendency and dispersion.

#### ***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the functions and limitations of statistics.
- Compute the different measures of central tendency and dispersion.

### **Unit 1: Introduction to Descriptive Statistics**

Meaning, Scope, Types, Functions and Limitations of Statistics, Measures of Central Tendency – Mean, Median, Mode, Quartiles

### **Unit 2: Measures of Dispersion**

Range, Inter Quartile Range, Mean Deviation, Standard Deviation, Variance, and Coefficient of Variation, Skewness and Kurtosis.

### **CASELETS**

### **Module- 2**

#### ***Module Objective:***

- To understand the effective tools and techniques of Time-Series Analysis.
- To acquaint learners with a primary understanding of the Index Numbers.

***Module Outcome:*** After the completion of the module, students will be able to:

- Apply effective time series and trend analysis on business data.
- Analyse and apply the index numbers concept for the decision-making process.

### **Unit 3: Time-Series Analysis**

Time Series Analysis: Concept, Additive and Multiplicative Models, Components of Time Series,

Trend Analysis: Least Square Method - Linear and Non- Linear Equations, Applications in Business

### **Unit 4: Index Numbers**

Index Numbers: - Meaning, Types of Index Numbers, Uses of Index Numbers, Construction of Price, Quantity and Volume Indices: - Fixed Base and Chain Base Methods.

### **WEBINAR BY INDUSTRY EXPERTS**

## Module – 3

### ***Module Objective:***

- To acquaint learners with the functional aspect of statistical analysis.
- To provide a complete understanding of the correlation and regression analysis.
- To gain knowledge about the concept of Probability and Sampling

### ***Module Outcome:*** After the completion of the module, students will be able to:

- Compute the correlation coefficient and interpret the relationship between the business variables.
- Present and interpret the results using regression analysis.
- Understanding the application and uses of Probability and Sampling in Business.

### **Unit 5: Correlation and Regression Analysis:**

Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation

### **Unit 6: Probability and Sampling:**

**Probability-** Concept, Basic Sample space and events – Probability – The axioms of probability – Some Elementary theorems - Conditional probability – Baye's theorem, Random variables – Discrete and continuous.

**Sampling** - Confidence interval for the t- distribution – Tests of hypothesis – t- distributions, F- distributions distribution. Test of Hypothesis, Statistical Quality control.

## **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- Levin R.I., Rubin S. David, Statistics for Managementll, Pearson, 7th Edition, 2015.
- Beri, Business Statistics, TMH, 1st Edition, 2015.
- Gupta S.C, Fundamentals of Statistics, HPH, 6th Edition, 2015
- J. K Sharma, Business Statistics, Pearson Publications, 2nd Edition, 2015.
- Complete Business Statistics, Aczel Sounder Pandian, Tata McGraw Hill

## SEMESTER – II

<b>Course Code:</b> MF509	<b>Course Name: OPERATIONS AND MANUFACTURING MANAGEMENT</b>	<b>Credits: 3-0-0-3</b>	<b>Prerequisites : NIL</b>
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### **Learning Objectives:**

- To provide the fundamental knowledge of the practical science of Operations Management.
- To explore the interface between operations and other business functions.
- To examine how principles of operations management can be employed in both tactical and strategic decision-making in firms.
- To develop the ability to analyse and address problems related to the design, planning, control, and improvements of manufacturing and service operations.
- To provide a set of foundational skills useful for more advanced courses in Operations.

### **Learning Outcomes:** After the completion of the course, students will be able to:

- Effectively apply operation principles to a real-time business situation.
- Understand the principles of production pertaining to capacity, variability, production flow, inventory, and so forth.
- Efficiently plan control and transform resources as they move through supply networks, operations and processes.
- Efficiently manage both service and manufacturing operations.
- Apply quality management tools for process improvement.

## **Module- 1**

### ***Module Objective:***

- To assist in building the foundation of operations and manufacturing management.
- To acquaint the learners with the different manufacturing systems.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the factors that affect the operations and manufacturing management.
- Illustrate a complete understanding of the plant location and layout planning.

### **Unit 1: Introduction to Operations & Manufacturing**

Nature and Scope of Operations Management, POM Relationship with other Systems in the Organisation, Factors that affect System and Concept of Manufacturing and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing

### **Unit 2: Manufacturing Systems:**

Volume Oriented- Project, Jobbing, batch, line, mass, continuous; Market Oriented- Make to Order, Make to Stock, Assemble to Order, Engineer to Order. Process types in services: professional services, services shops, mass services; Plant location; Layout planning, World Class Manufacturing, Centralised and Distributed Manufacturing System.

### **CASELETS**

## **Module- 2**

### ***Module Objective:***

- To acquaint learners with the effective tools and techniques of production planning and control.
- To provide a primary understanding of the significance of scheduling and measuring production activities.

***Module Outcome:*** After the completion of the module, students will be able to:

- Integrate effective forecasting methods to improve production planning.
- Comprehend and implement maintenance management and method study.

### **Unit 3: Production Planning & Control:**

Production planning techniques for various process choices, techniques of production control. Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning with calculation, Production strategies, Capacity Requirement Planning,

### **Unit 4 Scheduling and Measuring Production Activities**

Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

### **WEBINAR BY INDUSTRY EXPERTS**

#### **Module – 3**

##### ***Module Objective:***

- To acquaint learners with the functional aspect of material and inventory management.
- To provide a complete understanding of the process improvement.

***Module Outcome:*** After the completion of the module, students will be able to:

- Evaluate and apply the inventory models and JIT technique.
- Comprehend and apply the tools and techniques for Quality Management.

### **Unit 5: Material and Inventory Management**

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

### **Unit 6: Process Improvement:**

Quality Management Evolution of Quality Management and Contribution of quality Gurus; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause

and effect diagram, Pareto chart, process diagram, statistical process control chart; Six Sigma, SQC, SPC Systematic Problem -Solving Methodology Lean Operations;

### **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- Ravi Anupindi, Sunil Chopra et al (2013) Managing Business Process Flows: Principles of Operations Management, Pearson
- Edward Pound, Jeffrey Bell, Mark Spearman (2014) Factory Physics for Managers\_ How Leaders Improve Performance in a Post-Lean Six Sigma World-McGraw-Hill Education
- Russell & Taylor, Operations Management along Supply Chain, Wiley
- Slack N, Chambers S, Johnston R( 2010) Operations management 6th ed\_ Prentice Hall
- Krajewski, Lee J and Ritzman, Larry P., Operations Management: Processes and Value Chains, Pearson
- Boyer et al. (2011) Operations Management: Strategy, Global Supply Chain and Service Operations 1st Edition, Cengage Learning
- Gerard. C and Christian. T, (2018), Matching Supply with Demand: An Introduction to Operations Management, McGraw Hill



## **SEMESTER – II**

<b>Course Code:</b> MF510	<b>Course Name:</b> FINANCIAL MANAGEMENT	<b>Credits:</b> 3-0-2-4	<b>Prerequisites :</b> NIL
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### **Learning Objectives:**

- To acquaint the students with the basic finance terminologies.
- To create awareness amongst students about various sources of capital and investment strategies.
- To get students acquainted of operating cycle and capital structure of business.
- To acquaint students with the fundamentals of Dividend policy and related decisions.
- To create an understanding of working capital management issues.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Judge optimum capital structure with various models and techniques.
- Analyse the feasibility of the project and its ability to do financial negotiations.
- Analyse the running capital structure of an enterprise.
- Appreciate the dividend policy decisions of various firms.
- Appreciate the various issues in working capital management.

### **Module- 1**

#### ***Module Objective:***

- To understand the various terminologies in Financial management.
- To acquaint the learners with the capital budgeting and project evaluation.

**Module Outcome:** After the completion of the module, students will be able to:

- Analyse the role of financial management and Time value of money.
- Comprehend the techniques of capital budgeting and project evaluations.

**Unit 1: Introduction to Financial Management:**

Definition, meaning and role of Financial Management, Goals of Business finance, Profit Maximization vs. Wealth Maximization, Sources of Finance and its classification and Procurement of Funds, Utilisation of funds , Finance decisions , Types of financing.

Time Value of Money: Time line, Cash Flow Sign Conventions, Present Value, Future Value, Annuities, Perpetuities, Time Preference for money, computation of future value and present value of cash flow, Value of an annuity, multi period compounding. Excel Applications of Time Value of Money

**Unit 2: Techniques of capital budgeting and project evaluations:** Non-Discounted Techniques-Payback Period, ARR.; Discounted CF Techniques - NPV, IRR, PI, Numerical examples.

**CASELETS**

**Module- 2**

**Module Objective:**

- To acquaint learners with the concepts of leverages and cost of capital.
- To provide a primary understanding of working capital.

**Module Outcome:** After the completion of the module, students will be able to:

- Analyse the various sources available for finance.
- Understand the determinants and estimations of working capital.

**Unit 3: Long-term Financing, Leverages and Cost of Capital:**

Long-term Financing: Sources of Long-term finance: Equity Shares, Preference Shares and Debentures. Leverages: Operating Leverage, Financial Leverage, Combined Leverage, EBIT-

EPS Analysis, Indifference Point Concept of Cost of Capital; Cost of Debt: Irredeemable and Redeemable Debt; Cost of Preference Shares: Irredeemable and Redeemable; Cost of Equity: Dividend Yield Method, Dividend Yield Plus Growth Rate Method, Earning Yield Method, CAPM Approach; Cost of Retaining Earnings; Calculating Weighted Average Cost of Capital.

#### **Unit 4: Management of Working Capital:**

Introduction, Concepts of working capital, Operating and cash conversion cycle, Permanent and variable working capital, Balanced working capital position, Determinants of working capital Issues in working capital management, Estimating working capital requirement.

#### **CASELETS**

### **Module – 3**

#### ***Module Objective:***

- To familiarize learners with capital structure concepts.
- To provide understanding dividend policies.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend the thorough understanding of various capital structure theories.
- Analyse various forms of dividends.

#### **Unit 5: Capital Structure Theories:**

Capital Structure: Meaning and Factors influencing Capital Structure and Optimal Capital Structure. Capital Structure theories: Net Income Approach, Net Operating Income Approach, Modigliani Millar Approach, Modern Approach, Traditional Approach.

#### **Unit 6: Dividend Policies and Decisions:**

Meaning of dividend policy, factors influencing dividend policy, objectives of dividend policy, stability of dividends, forms of dividend; Relevance V/s Irrelevance of Dividends (Relevant Theory: Walter's Model, Gordon's Model).

## **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- ' Ahuja H.L. (2017). *Managerial Economics*. 9<sup>th</sup> Edition. S. Chand
- ' Dornbusch, R. and Fischer, S. (2015). *Macro Economics*. 11<sup>th</sup> Edition. Tata McGraw Hill Publication.
- ' Thomas, R. C., Maurice, C. S., & Sarkar, S. (2010). *Managerial Economics*. 9<sup>th</sup> Edition. Tata McGraw Hill Publication
- ' Dwevedi, D. N. (1992). *Principles of Economics*. 2<sup>nd</sup> Edition. Vikas Publication.
- ' Rangarajan C. & Dholakia B.H.(1979). *Principles of Macroeconomics*. 15<sup>th</sup> Edition. Tata McGraw Hill Publication
- ' Hirschey, M. (2009). *Managerial Economics (12<sup>th</sup> Edition)*. Cengage Learning.

## **SEMESTER – II**

<b>Course Code:</b> MF511	<b>Course Name:</b> GLOBAL SUPPLY CHAIN MANAGEMENT	<b>Credits:</b> 3-0-0-3	<b>Prerequisites</b> : NIL
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### **Learning Objectives:**

- To provide an understanding of the key concepts applied in global logistics and supply chain management.
- To highlight the importance of globalization and how it is impacting countries across the globe.

- To highlight the significance of all the activities involved in supply chain.
- To understand concepts like inbound and outbound logistics, and offshore and inshore logistics.
- To highlight the various complexities involved in the international business
- To highlight the various types of risks in global trading and how these risks could be minimized.

**Learning Outcomes:** After completing the course, learners are able to:

- Identify and chart a global company's key business functions, business processes, and stakeholders.
- Understand the role of Logistics, Purchasing, and Operations in the design and operation of global supply chains.
- Identify and calculate global supply chain cost drivers.
- Understand the key activities that differentiates US business practices from other countries – and how they affect the management of the supply chain.
- Identify key performance indicators (KPIs) that correctly evaluate global supply chain systems and lead to improved inventory control.
- Understand how interruptions in the global supply chain affect business and how to minimize the negative effects.
- Examine how world-class companies encourage collaboration among international business partners.

## **Module- 1**

***Module Objective:***

- To help build the foundation of Global supply chain management.
- To acquaint the learners with the effective techniques of global transport management.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the difference between domestic and global logistics.
- Evaluate and select the efficient and cost-effective transportation for the global supply chain.

### **Unit 1: Global Logistics and Supply Chain Management:**

Four Driving Forces of Globalisation- Global Market Forces, Technological Forces, Global Cost Forces & Political and Macroeconomic Forces. The best practices followed by the companies that makes them global companies. International Logistics; Difference between domestic and international logistics; International Supply Chain; International Reverse Logistics; Factors driving global SCM.

### **Unit 2: Global Transport Management**

Transport planning, decisions on transportations, different means of transportation- International Shipping, chartering, inland transportation, containerization. Logistics Infrastructure- Ports, ICDs/CFS, Railway Infrastructure, Dedicated Freight Corridor, coastal Shipping, FTWZ, Land Bridge

### **CASELETS**

#### **Module- 2**

##### ***Module Objective:***

- To acquaint students with the effective tools and techniques of contract management in global supply chain management.
- To provide a primary understanding of the import and export prerequisites and documentation.

***Module Outcome:*** After the completion of the module, students will be able to

- Analyse the various global sourcing techniques.
- Comprehend and implement proper custom clearance process.

### **Unit 3: Global sourcing**

RFIs/RFQs/RFPs, Tendering process, Total cost of Ownership, reverse/e-auctions. Contract Management-Good Faith, Force Majeure, Role of Litigations and Arbitrators in disputes. Methods of Payments- Advance Payments, Letter of credit, Documentary credits, Over drafts, Bank guarantees, packing credits. Buyer's and supplier's credits.

### **Unit 4: Import and Export Management**

Trade Documentation-Bill of Lading, shipping bill, Packing lists, Commercial Invoices, Certificate of Origin, Bill of entry etc. Role of Packaging, labelling, marking. Handling instructions etc. Customs and Regulations-Role of CHAs, Custom Clearance Process.

## **WEBINAR BY INDUSTRY EXPERTS**

### **Module – 3**

#### ***Module Objective:***

- To acquaint learners with the functional aspect of logistic network design in global supply chain management.
- To provide a complete understanding of the performance management and cultural intelligence involved in global supply chain management.
- To understand the types and forms of Cultural intelligence.

#### ***Module Outcome:*** After the completion of the module, students will be able to

- Evaluate and select the appropriate intermediaries and alliances
- Comprehend the role of IT in global supply chain management.
- Outline the impact of Cultural intelligence on the global supply chain.

### **Unit 5: Global Logistics Management**

Logistics Network Design for global operations, supply chain Network, factors affecting location decisions. Intermediaries and alliances-NVOCCs, Freight Forwarders, MTOs, 3PLs, 4PLs etc. Supplier Network Development, Managing Risk and complexities in Global Supply Chain. Contemporary issues in Global Logistics Management.

## **Unit 6: Performance Measurements and Cultural intelligence in global operation**

Performance Measurement and Evaluation: KPIs, SLAs. Role of IT in Supply Chain-ERPs, WMS, TMS, EDIs, Barcodes etc. in global supply chain management.

Cultural intelligence: its types and forms, methods to improve. Impact of cultural intelligence on MNC supply chain efficiency.

### **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- Alan E. Branch, Global Supply Chain Management and International Logistics, Routledge 2009.
- Pierre A. David, International Logistics, Cicero, 2017
- S. Sudalaimuthu, S. Anthony Raj, Logistics Management for International Business: Text and Cases, PHI 2009
- Ram Singh, International Trade Logistics, Oxford 2015
- Michael Hugo's, Essentials of Supply Chain Management, Wiley 2018



## SEMESTER – II

<b>Course Code:</b> MF512	<b>Course Name:</b> <b>BUSINESS LAW</b>	<b>Credits: 3-0-0-3</b>	<b>Prerequisites</b> <b>: NIL</b>
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### **Learning Objectives:**

- To analyse the nature and meaning of contracts and evaluate the impact of legislation upon contract law and create awareness on special contracts.
- To help the students to understand the various provisions related to Company's Act 2013 and formation of a company.
- To analyse and recognise the rights of buyers as well as the transactions that are involved in the sale of goods in various business situations.
- To examine and compare the application of competition law to business agreements, the exercise of dominant position and combinations between firms, sellers and enforcement mechanisms
- To understand the important laws related to the use of internet and provide a comprehensive knowledge of the cyber laws which makes them tackle issues related to cybercrime.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Recognize the importance of business law to both individuals and businesses, as well as the place of law in the political, social, and economic spheres.
- Identify the fundamental legal principles behind the contractual agreements.
- Examine how businesses can be held liable in tort for the actions of their employees.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- Develop problem-solving skills and the capacity to present coherent, concise legal argument.

## **Module- 1**

### ***Module Objective:***

- To acquaint learners with the basic fundamentals and application of business law with respect to management.
- To provide a comprehensive understanding of the various modes of discharge of contract.

### ***Module Outcome:*** After the completion of the module, students will be able to:

- Understand the various concepts related to business law.
- Comprehend the knowledge of Breach of contract and remedies for breach of contract.

### **Unit 1: INTRODUCTION TO BUSINESS LAW & INDIAN CONTRACT ACT 1872**

Introduction to Business Law, Nature of Law, Meaning and definition of business law, Scope and sources of Business Laws.

**Indian Contract Act 1872** – Definitions - Essentials of a valid contract - Types of contracts - Essentials of offer and acceptance - Consideration – essentials & exceptions - Capacity of contract - Minors agreement - Free consent-coercion –undue influence-fraud-mistake misrepresentation(meaning only) - Legality of object and consideration.

**Unit 2: Introduction to special Contract**-Contract of Indemnity and Guarantee - Contract of Bailment - Contract of pledge. Various modes of discharge of contract - Remedies for breach of contract. Breach of contract and remedies for breach of contract.

### **CASELETS:**

## **Module- 2**

### ***Module Objective:***

- To help the students to understand from The Companies Act, 2013, the concepts and features of companies, roles, duties & liabilities of Promoters and Directors.
- To make the students comprehend the object and significance of the Sale of Goods Act, 1936 and various provisions related to the same.

**Module Outcome:** After the completion of the module, students will be able to:

- Gain basic knowledge of the provisions of The Companies Act, 2013 in relation to Company formation.
- Understand the laws related to the Sales of Goods Act, 1930 including performance of contract of sale.

**Unit 3: The Companies Act, 2013:** Essential features of company, corporate veil theory, Classes of companies, types of share capital, Incorporation of company, Memorandum of Association, Articles of Association, Company Formation- (MOA and AOA, Prospectus may be added)-Share Capital- Loan Capital Auditors – Powers and Duties; Directors Appointment and Powers. Company Meetings and Shareholders rights.

**Unit 4: SALE OF GOODS ACT 1930:** Meaning of contract of sale - Essential elements of contract of sale - Goods, types of goods - Difference between sale of goods and agreement to sale and other aspects - conditions and warranties - performance of contract- delivery, modes of delivery - Rights of unpaid seller

**CASELETS:**

### **Module- 3**

**Module Objective:**

- To develop fundamental understanding about the Competition law and the role of Competition commission of India.
- To provide an overview of the Cyber world, Cyber law, and the various aspects of Cybercrime.

**Module Outcome:** After the completion of the module, students will be able to

- Acquire a critical understanding of competition law and its impact on developing countries like India.
- Enhance the understanding of problems arising out of cyber dealings, online transactions and provoke them to find solutions

**Unit 5: COMPETITION LAW 2003** - Introduction-Objectives–Scope–Definitions, Acquisition, Agreement, Cartel, Consumer, Enterprise, Practice, Price, Relevant market, statutory authority, trade; Competition Commission of India- composition, duties, power, penalties; Director General-Duties, power.

**Unit 6: - Cyber Law (Information Technology Act, 2000)** - Introduction- Need for Cyber Law - Jurisprudence of Indian Cyber Law - Evolution of Cyber Crime -Cyber Crimes & Legal Framework - Introduction to Cyber Crimes - Cyber Crimes Vs. Conventional Crime - Reasons for cyber-crimes and cyber criminals - Cyber Crimes against Individuals, Institution and State-Right to Privacy and Data Protection on Internet- Different offences under IT Act, 2000-Digital signature and Electronic Signature

#### **CASELETS:**

#### **THE COMPREHENSIVE ASSIGNMENT**

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#### **Books for Reference:**

- N D Kapoor. Elements of mercantile law: including company law and industrial law, Sultan Chand & Sons
- S M Shukla, A Manual of Mercantile Law, S. Chand & Company
- Avtar Singh. Company Law, Eastern Book Co.
- M C Kuchhal. Business Law, Vikas Publishing
- Taxmann. Business Laws, Taxmann Allied Services Pvt. Ltd
- Sharma B K. Introduction to the Constitution of India, Phi Learning Pvt. Ltd
- Verma S, K. and Mittal Raman. Legal Dimensions of Cyber Space, Indian Law Institute, New Delhi, (2004)

## SEMESTER – III

<b>Course Code:</b> MF513	<b>Course Name: Human Resource Management and Analytics</b>	<b>Credits: 3-1-0-4</b>	<b>Prerequisites : NIL</b>
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### **Learning Objectives:**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation.
- To equip learners with the application of the HRM tools in real world business situations.
- To introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
- To acquaint learners about workforce analytics, or talent analytics, analyzing people problems using data to answer critical questions about organizations.
- To employ appropriate techniques to record, maintain, retrieve and analyse human resources information.
- To demonstrate how to connect HR results to business outcomes.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Comprehend the fundamentals of Human Resource Management.
- Appraise the importance of Performance appraisal process in an organisation.
- Understand the concepts and practical relevance of HR analytics in an organizational set-up.
- To apply appropriate research methods and methodologies to solve HR problems in **the** business.

- Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.
- Apply and connect HR results to business outcomes.

## **Module- 1**

### ***Module Objective:***

- To understand the various terminologies in Human Resource management.
- To acquaint the learners with the process of Performance Appraisal.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend various concepts of HR process and develop a deep understanding into same.
- Analyse the need, importance and process of Performance Appraisal in an organisation.

### **Unit 1: Human Resource Management:**

HRM- Meaning objectives, scope and functions, Strategies of HRM , Global HR Strategies  
 Job Analysis- Job Description, Job Specification, Human Resource Planning, Recruitment, Selection, Induction, Placement, Human Resource Planning(HRP)-Definition, objectives, importance, factors affecting HRP, Human Resource Development (HRD)-Concept ,meaning, objectives, HRD functions

### **Unit 2: Performance Appraisal:**

Concept, process, methods and problems, KRA'S . Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.  
 Career planning-concept of career Planning, Career stages and carrier planning

### **CASELETS**

## **Module- 2**

### ***Module Objective:***

- To acquaint students with the understanding of HR analytics.
- To provide a primary understanding of Equality, diversity and inclusion.

**Module Outcome:** After the completion of the module, students will be able to:

- Analyse the analytical framework like LAMP, HCM:21(r) Model.
- Understand Workforce segmentation.

**Unit 3: . Introduction to HR Analytics:**

Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model.

**Unit 4: Diversity Analysis:**

Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles

**CASELETS**

**Module – 3**

**Module Objective:**

- To understand Employee performance and Training requirements.
- To describe the Evaluation mediation process, moderation and interaction analysis.

**Module Outcome:** After the completion of the module, students will be able to:

- Analyse the reasons for Employee turnover and need for appraisal.
- Analyse the levels and reasons for stress of employees.

**Unit 5: Recruitment and Selection and Performance Analytics:**

Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the employee's performance. Training requirements, evaluating training and development, Optimizing selection and promotion decisions

### **Unit 6: Monitoring impact of Interventions:**

Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis.

### **THE COMPREHENSIVE ASSIGNMENT**

[The Comprehensive assignment (CA) provides a vehicle for integration of learning across functions and disciplines. The assignment must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature].

### **Books for Reference:**

- K. Aswathappa, Text & Cases , Human Resource Management, S. Chand Publications  
Edwards Martin R, Edwards Kirsten (2016),“Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers, ISBN-0749473924
- Fitz-enz Jac (2010), “The new HR analytics: predicting the economic value of your company’s human capital investments”, AMACOM, ISBN-13: 978-0-8144-1643-3
- Fitz-enz Jac, Mattox II John (2014), “Predictive Analytics for Human Resources”, Wiley, ISBN- 1118940709
- Moore,D., McCabe, G., Duckworth, W., and Alwan, L. 2108. The Practice of Business Statistics: Using Data for Decisions, 2nd Ed., New York: W.H. Freeman. ISBN: 9781429221504



<b>Course Code:</b> MF514	<b>Course Name:</b> SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	<b>Credits:</b> 3-0-0-3	<b>Prerequisites</b> : NIL
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**Learning Objectives:**

- To impart students with the knowledge of introduction to investment.
- To discuss various techniques of risk measurement.
- To describes security analysis and portfolio analysis.
- To acquaint students with the knowledge of equilibrium in capital markets.

**Learning Outcomes:** After the completion of the course, students will be able to:

- Explain the valuation of Securities and Notion of Dominance.
- Outline the concept of Beta and Classification of Beta.
- Describe the Economy, Industry and Company Analysis.
- Define the Portfolio Selection and Portfolio Theories.
- Highlight the Capital Market Theory.

**Module- 1**

***Module Objective:***

- To understand the nature, scope and categories of investment.
- To acquaint the learners with Money market instruments.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the valuation of Securities and alternatives of investment.
- Comprehend learners with portfolio revision and portfolio reconstruction.

**Unit 1: INVESTMENT:**

**Investment** : Meaning, Nature and Scope, Investment categories , avenues , Speculation and gambling vs investment , basics about Shares , debentures , mutual funds , Money market instruments , general financing pattern of domestic companies., investment procedure in primary and Secondary market. Decision Process; Investment Risks–Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Valuation of Securities.

### **Unit 2: TECHNIQUES OF RISK MEASUREMENT:**

Techniques of Risk Measurement and their Application and Portfolio Evaluation. Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction. .

### **CASELETS**

#### **Module- 2**

##### ***Module Objective:***

- To acquaint students with the parameters of Fundamental, Economy, Industry, Company and Technical analysis.
- To provide a primary understanding on portfolio analysis.

***Module Outcome:*** After the completion of the module, students will be able to

- Explain the indicators used in the technical analysis.
- Understand importance and process of portfolio management.

### **Unit 3: SECURITY ANALYSIS:**

Fundamental Analysis; Economy, Industry and Company Analysis; and Technical Analysis; Efficient Market Hypothesis; Dow Jones Theory; Measurement of Systematic and Unsystematic Risk.

### **Unit 4: PORTFOLIO ANALYSIS**

Meaning – Importance of Portfolio Management – Portfolio Management Process – Specification of Investment Objectives and constraints. Selection of Asset Mix – Stocks, Bonds, Long term, Short term, Investment goals, and Investment horizon. Portfolio Revision –

Portfolio rebuilding – portfolio up gradation; Performance Evaluation – Rate of Return, Risk, Markowitz Theory, Performance Measure – Treynor Measure, Sharp Measures and Jensen Measures, Problems on Treynor Measure, Sharp Measures and Jensen Measures.

## **CASELETS**

### **Module – 3**

#### ***Module Objective:***

- To familiarize students with the Capital Market Theory.
- To provide a thorough understanding of the Arbitrage Pricing Theory.

#### ***Module Outcome:*** After the completion of the module, students will be able to

- Comprehend an introduction to Asset Pricing Model.
- Analyse the effectiveness of capital markets.

#### **Unit 5: CAPITAL ASSET PRICING MODEL:**

An introduction to asset pricing models – Capital Market Theory: An overview; The Capital Asset Pricing Model: Expected return and risk; relationship between Systematic risk and return; Equilibrium and Disequilibrium

#### **Unit 6: ARBITRAGE PRICING THEORY:**

Multifactor Models of risk and return – Arbitrage Pricing Theory; Empirical factor models; Efficient Capital Markets – Why should capital markets be efficient? Alternative efficient market Hypotheses; Tests and results of EMH;

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### **Books for Reference:**

- Bhalla, V.K.-Investment Management; Security Analysis and Portfolio Management, S. Chand & Co. Ltd.
- Chandra Prasanna-Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
- Fischer and Jordan- Security Analysis and Portfolio Management (Prentice-Hall, 6th edition) 1996.
- Ranganatham- Investment Analysis and Portfolio Management (Pearson Education)

## SEMESTER – III

<b>Course Code:</b> MF515	<b>• Course Name: BUSINESS ETHICS &amp; CORPORATE GOVERNANCE</b>	<b>Credits: 3-0-0-3</b>	<b>Prerequisites : NIL</b>
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### **Learning Objectives:**

- To provide a strong knowledge of value systems and business ethics.
- To acquaint learners with identifying issues, areas of risk, and approaches for making ethical choices in an organizational environment.
- To acquaint students with the roots of unethical behaviour in business and its remedies
- To describe and analyse the main components of corporate governance frameworks, issues in corporate governance.
- To comprehend and recognise various stakeholders, their roles, and responsibilities in guaranteeing effective corporate governance.

### **Learning Outcomes:**

After the completion of the course, learners will be able to:

- Apply general ethical principles to particular cases or practices in business.
- Think independently and rationally about contemporary moral problems.
- Recognize the complexity of problems in practical ethics.
- Demonstrate how general concepts of governance apply in a given situation or circumstances.

### **Module- 1**

#### ***Module Objective:***

- To help build the foundation of the business values and Ethics.

- To acquaint the learners with the application of Ethical Theories in business organization including different functional areas.

**Module Outcome:** After the completion of the module, students will be able to:

- Understand the different value systems and ethical foundation applicable for business.
- Integrate ethics in business decision-making at all levels of work and management has a positive impact.

### **Unit 1: Business Ethics**

Values: Meaning, Types, Teaching from Scriptures like Gita, Quran and Bible, Value Systems in Business.

Definition, Meaning, Nature of Ethics, Meaning of Moral and Ethics. Types of Ethics, Importance of Ethics, Business Ethics – Meaning and Nature. Kohlberg's six stages of moral development (CMD)

### **Unit 2: Application of Ethical Theories in Business**

Ethical Decision Making: Decision Making (Normal Dilemmas and Problems): (I) Utilitarianism (J. Bentham and J.S. Mill), (II) Deontology (I. Kant) Virtue Ethics (Aristotle). Gandhain Approach in Management and Trusteeship, Importance and Relevance of Trusteeship Principle in Modern Business.

Importance of Ethics in Business, Areas of Business Ethics, Meaning of Functional Ethics, Types of Ethics according to Functions of Business Ethics in Advertising (Truth in Advertising). Ethical Issues in Finance. Ethical Issues in IT

### **CASELETS**

## **Module- 2**

**Module Objective:**

- To acquaint learners with the effective implications of laws that regulates and administers the ethical business framework.
- To acquaint learners with the functional aspect of corporate governance.

**Module Outcome:** After the completion of the module, learners will be able to:

- To apply the legal framework in business.
- To evaluate and apply good corporate governance on the basis of relevant theories to ensure organizational effectiveness.

### **Unit 3: Law and Ethics**

Relationship between Law and Ethics, Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics; Social Responsibilities of Business – Environmental. Features and Reasons. Whistle Blowing Policy and Laws Related to Protection of Whistle Blower, Insider Trading, Clause 49.

### **Unit 4: Corporate Governance:**

Definition and Conceptual Framework of Corporate Governance, Theoretical Basis of Corporate Governance, Mechanism- Corporate Governance Systems, Indian Model of Governance, Good Corporate Governance, Obligations towards Society and Stakeholders, Stakeholders Management. Theories Underlying Corporate Governance (Stakeholder's Theory and Stewardship theory, Agency Theory, Friedman's theory of CSR., Separation of Ownership and Control, Corporate Governance Mechanism: Process, Indian Model, OECD, and Emphasis on Corporate Governance (Transparency Accountability and Empowerment).

## **WEBINAR BY INDUSTRY EXPERTS**

### **Module – 3**

**Module Objective:**

- To provide an understanding about the implementation of Corporate Governance in the Business.
- To discuss the contemporary issues faced by business in the Global scenario.

**Module Outcome:** After the completion of the module, learners will be able to:

- To comprehend the factors that caused issues in corporate governance and implemented the intervention to avoid/rectify the issues.
- To be able to understand and deal with issues and challenges in Corporate Governance field.

### **Unit 5: Implementation of Corporate Governance**

**Governance Aspects-** Sarbanes-Oxley Act 2002; Section 302: CEO/CFO certifications, Section 404 (a): internal control report; governance and role of auditor and audit committee.

Role of Board of Directors and Board Structure, Role of the Non-executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate Governance in India. Accounting Standards and Accounting Disclosures. Finance Reporting and Corporate Governance, Non-accounting Regulations in Corporate Governance, Corporate Governance and CSR, Role of regulators – SEBI, IRDA, ED, etc.

### **Unit 6: Contemporary issues in Ethics and Corporate**

Business Ethics in Global Economy Ethics in the Context of Global Economy, Relationship between Business. Ethics and Business Development, Role of Business Ethics in Building a Civilized Society. Corporate Governance and Issues Related to Scams. Corruption: Meaning, Causes and Effects. Frauds and Scams in Banks, Insurance Companies, Financial Institutions, Measures to Overcome Fraud and Corruption, Zero Tolerance of Corruption.

### **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- Fernando A.C - Corporate Governance: Principles, Policies and Practices – Pearson.
- Murty CSV – Business Ethics, Himalaya.



- Velasquez – Business Ethics: Concepts and Cases – Pearson/PHI.
- Hartman - Perspectives in Business Ethics, Tata-McGraw Hill Publishing Company, New Delhi.
- S.K. Chakraborty - Management by Values, Oxford University press, New Delhi.
- Solomons – Corporate Governance and Accountability – John Wiley.
- Kesho Prasad – Corporate Governance, PHI.
- Bajaj & Agrawal-Business Ethics-An India Perspective, Biztantra.

## SEMESTER – III

<b>Course Code:</b> MF516	<b>Course Name:</b> Strategic Management	<b>Credits:</b> 3-1-0-4	<b>Prerequisites</b> : NIL
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### **Learning Objectives:**

- To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
- To provide an underpinning of:
  - a. Strategy formulation process and frameworks, tools and techniques of strategic analysis and its application.
  - b. Key business issues/challenges/problems of business in light of dynamic business environment.
  - c. Strategy execution process, framework and its criticality.
  - d. Assessing strategic performance of a firm e. Appreciation of theoretical and empirical foundation of SM background.
- To develop:
  - a. A holistic approach to see business issues comprehensively and using other core and functional subject knowledge for decision-making.
  - b. Conceptual, diagnostic and analytical and conceptual skills in strategy formulation and execution.
- Identification, appreciation and interpretation of the critical challenges and opportunities before an organization.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Describe major theories, background work, concepts and research output in the field of strategic management.

- Demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.
- Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems. 4. Students will be able to demonstrate capability of making their own decisions in dynamic business landscape.

### **Module- 1**

#### ***Module Objective:***

- To understand the various benefits and risk involved in strategic management.
- To acquaint the learners with the various aspects of strategy formulation.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the strategic management process and its meaning.
- Comprehend the relevance of business vision.

#### **Unit 1: Introduction to Strategic Management:**

Nature of Strategic Management, Dimensions, benefits and risks. The strategic management processes.

#### **Unit 2: Strategy Formulation and Defining Vision:**

Strategy formulation. Business vision and mission, Importance, Characteristics and components. Evaluating mission statements.

#### **CASELETS:**

### **Module- 2**

#### ***Module Objective:***

- To acquaint students with concepts of environment and industry analysis.
- To provide a primary understanding of SWOT analysis.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the Porter's five forces theory and environmental scanning.
- Understand the concept of Benchmarking.

**Unit 3: External Assessment:**

The External Assessment, Porters five force analysis. Industry and competitive analysis. The Global Environment, competitive strategies for firms in global markets.

**Unit 4: Organisational Appraisal: The Internal Assessment:**

The Internal Assessment: SWOT Analysis, strategy and culture. Value Chain Analysis. Resource based view of the firm. Benchmarking.

**CASELETS**

**Module – 3**

***Module Objective:***

- To familiarize students with concentration, integration and diversification at corporate level.
- To enhance with understanding of business level strategies.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend the thorough understanding of Porters Generic Strategies.
- Analyse BCG matrix, GE Nine Cell matrix.

**Unit 5: Corporate Level Strategies:**

Strategies in Action: The balanced scorecard, types of strategies, Integrative, Intensive, Diversification strategies, defensive strategies, Porters Generic Strategies.

**Unit 6: Strategic Analysis and Choice:**

Business level strategies. Cost leadership, Differentiation, Speed and market focus. Multi business strategy: BCG matrix, GE Nine Cell matrix. Limitations of portfolio approaches. The Parenting framework.

## **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- ' Ansoff H. Igor, Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion, McGraw – Hill, New York, 1965.
- ' Andrews, Kenneth R., The Concept of Corporate Strategy, Dow – Jones – Irwin, Homewood (Illinois), 1971.
- ' Bhattachary, S.K. and N. Venkataraman: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
- ' Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw- Hill, International Edition.

## SEMESTER – III

<b>Course Code:</b> MF517	<b>Course Name: FINANCIAL DERIVATIVES</b>	<b>Credits: 3-0-0-3</b>	<b>Prerequisites : NIL</b>
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### **Learning Objectives:**

- To describe, analyse and evaluate the characteristics of financial derivatives.
- To discuss some essential techniques to be applied when valuing these financial derivatives.
- To explore with application of Binomial and Black Scholes models and pricing other more complex derivatives instruments.

### **Learning Outcomes:**

After the completion of the course, students will be able to

- Comprehend the characteristics of financial derivatives
- Improve their knowledge of world stock indices.
- Fundamentals of valuing financial derivatives and calculating asset pricing using the Black-Scholes and Binomial models.

### **Module- 1**

#### ***Module Objective:***

- To understand the concept, participants and functions of derivatives.
- To acquaint the learners with the Indian derivatives market.

***Module Outcome:*** After the completion of the module, students will be able to

- Analyse the difference in Exchange-traded vs. OTC derivatives markets.
- Comprehend the knowledge of derivatives market at NSE and BSE.

**Unit 1: Introduction to Derivatives:**

Definitions of Derivatives, Products of Derivatives, Participants and Functions (Types of Members to be included), Types of Derivatives, Exchange-traded vs. OTC Derivatives Markets.

**Unit 2: Derivatives Market in India:**

Indian Derivatives Market, Derivatives Market at NSE (including Turnover), BSE – Start of Derivative Trading, NIFTY, SENSEX, Application of Index.

**CASELETS:****Module- 2*****Module Objective:***

- To acquaint learners with definition and concept and important terminologies of forward and future contracts.
- Understand the key terms used in option.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend the classification, advantages and disadvantages of Forward and Future Contracts.
- To help learners understand the distinction between options and futures.

**Unit 3: Forward Contracts and Future Contracts:**

Forward contracts: Definitions, Forward Terminologies, Features of a Forward Contract, Classification of Forward Contracts, Forward Contract Mechanism, Advantages and Disadvantages of Forward Markets.

Future contracts: Definitions, Futures Terminology, Nature of Futures Contracts Characteristics of Futures Contracts, Categories of Futures Contracts, Types of Future Contracts, Distinction between Futures and Forwards Contracts. (Including Problems)

**Unit 4: Options:**

Options terminology-Options Markets-Difference between Options and Futures-Principles of Option Pricing-Put and Call Parity-Exotic options and Real Options-Illustrations and Exercise of Put and Call options. (Including Problems)

**CASELETS:****Module – 3*****Module Objective:***

- To familiarize students with the various options pricing models.
- To enhance with understanding with concept and mechanics of Interest rate Swaps.

***Module Outcome:*** After the completion of the module, students will be able to

- Comprehend the thorough understanding of Binomial options Pricing Model (BOPM) and Black-Scholes model for Call Options.
- Understand Currency Swaps and Eurodollar derivatives.

**Unit 5: Options valuation and pricing:**

Options Pricing Models- Binomial Options Pricing Model (BOPM), Single Period Binomial Model, Binomial Option Pricing Model (BOPM) for PUTS, Black-Scholes Model for Call Options- Assumptions Underlying Black-Scholes Model, Black-Scholes European Model, Black-Scholes American Model.

**Unit 6: Swaps market:**

Swaps-mechanics of Interest rate Swaps-Determination of swap zero rates-Swap termination-Currency Swaps-Equity Swaps-Interest rate derivatives - Eurodollar derivatives.



## **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- ' Fundamentals of Financial Derivatives, N.R. Parasuraman, Wiley publication, 3rd edition (WIND), 2014.
- ' Financial Derivatives, Bishnupriya Mishra, Sathya Swaroop Debasish-Wiley publication-4th edition-2017.
- ' Financial Derivatives: Theory, Concepts and Problems by S.L.Gupta, PHL learning-Delhi 2017.
- ' Futures, options and Swaps, Robert W. Kolb , Wiley Finance 3rd edition 2007.
- ' Commodity and Financial Derivatives Paper, Kevin S, Blackwell publication, 4th 2014 & 2016.

## SEMESTER – III

<b>Course Code:</b> MF518	<b>Course Name:</b> <b>TAXATION FOR BUSINESS</b>	<b>Credits: 3-0-2-4</b>	<b>Prerequisites</b> <b>: NIL</b>
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### **Learning Objectives:**

- To demonstrate knowledge of the concepts, principles, and rules of taxation of individuals and small businesses.
- To prepare tax forms for individuals and sole proprietorship.
- To recognize tax planning opportunities and recommend appropriate tax-saving strategies for decision making.
- To address tax situations for a variety of taxpayers, such as wage earners, salespersons, owners of small businesses, professionals, investors, home and rental property owners, etc.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Monitor all the incomes and disbursement of finances.
- Ensure rightful co-operation and adherence to the laws.
- Crack complex problems and arrive at sustainable solutions.
- Evaluate accurate tax liabilities under various circumstances

### **Module- 1**

#### ***Module Objective:***

- To understand the basic terms of taxation.
- To acquire knowledge about the exemptions available to taxpayers.

***Module Outcome:*** After the completion of the module, students will be able to

- To identify the residential status for different assessment years.
- To differentiate exempted income from the taxable.

## **Unit 1: Definitions u/s – 2 Basis of Charge**

Definitions u/s – 2

Section 2 – Assessee, Assessment Year, Assessment, Annual value, Business, Capital asset, Income, Person, Previous Year, Transfer

Basis of Charge

Section 3 – 9 – Previous Year, Residential Status, Scope Of Total Income, Deemed Income

## **Unit 2: Exclusions from Total Income**

Section 10 – restricted to, Agricultural Income, Sums Received From HUF By Member, Share of Profit from Firm, Casual & Non – Recurring Receipts, Scholarships, Income of Minor Child, Allowance to Members of Parliament and Legislative Assembly.

Note -Exemptions related to specific Heads of Income to be covered with Relevant Provisions.

## **CASELETS:**

### **Module- 2**

#### ***Module Objective:***

- To discuss various heads of income under direct taxation
- To discover the benefits of deductions for taxpayers.

***Module Outcome:*** After the completion of the module, students will be able to:

- To determine and categorise income under the proper heads
- To explain how using various available deductions might reduce your tax liability.

## **Unit 3: Heads of Income**

### **Salary**

Section 15 – 17, Including Section 10 relating to House Rent Allowance, Travel Concession, Special Allowance, Pension – Commutation, Leave Encashment, Compensation, Voluntary Retirement, Payment from Provident Fund

### **Income From House Property**

Section 22 – 27, Including Section 2 – Annual Value

### **Profits & Gains From Business & Profession**

Vocation Section 28-32, 36, 37, 40, 40A & 43B.

including.: Section 2 – Business

### **Capital Gains**

Section 45, 48, 49, 50, 54 and 55

### **Income from Other Sources**

Section 56 – 59

## **Unit 4: Deductions under Chapter VI – A**

80 A- Restriction on claims in Chapter VI- A deductions

80 C – Payment of LIC/PF and other eligible investments

80CCC – Contribution to certain Pension Fund

80D – Medical Insurance Premium

80 DD- Maintenance and medical treatment of handicapped dependent

80E – Interest on Educational Loan

80 TTA- Interest on Saving Bank account

80U – Deduction in the case of totally blind or physically handicapped or mentally retarded resident person

### **CASELETS:**

## **Module- 3**

### ***Module Objective:***

- To acquire complete knowledge regarding GST and its applications.
- To understand the concept of custom duty.

### ***Module Outcome:*** After the completion of the module, students will be able to

- To discuss tax liability calculation and submit GST filings on time.
- To understand Duty Drawback.

## **Unit 5: Goods and Service Tax**

Introduction to Goods and Service Tax Act

Levy and collection of tax

Time and Value of supply

Input Tax Credit

Registration

Tax Invoice, Credit and Debit Notes

Returns

Payment of Tax

Numerical sums on calculation of tax

Introduction to concept of Advance Rulings, few important rulings and their impact

## **Unit 6: Customs Duty**

- 1) Basic Concepts: Introduction to Customs Duty Constitutional powers Important definitions
- 2) Appointment of Customs Port and Airport, Prohibition on importation and exportation of goods, prevention or detection of illegal export of goods.
- 3) Classification of Goods, Applicability of Harmonised System of Nomenclature
- 4) Valuation under Customs Act 1962
- 5) Levy of and exemptions from Customs Duty, Dutiable goods, Types of Customs Duty
- 6) Importation, exportation and transportation of Goods
- 7) Warehousing
- 8) Duty Drawback
- 9) Numerical sums on valuation of goods, calculation of duty.

### **CASELETS:**

### **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- Singhania, Dr. V. & Singhania, Dr. K. ; Direct Taxes, Law and Practice, 43rd edition, Taxmann Publication Pvt. Ltd., New Delhi (2011-12).
- Ahuja, Dr.Girish & Gupta, Dr. Ravi; Professional Approach to Direct Taxes, Law and Practice, 21th edition, Bharat Publication Law House Pvt. Ltd., New Delhi, (2011-12).
- Vayas, Dinesh (ed.); Kanga, Palkhivala and Vyas; The Law and Practic of INCOME TAX, 9th edn., Vol.I & II, Butterworths, New Delhi (2004).
- Singhania, Dr. V. & Singhania, Dr. K. ; Students' Guide To Income Tax, 42nd edition, Taxmann Publication Pvt. Ltd., New Delhi (2010-11).
- Ahuja, Dr.Girish & Gupta, Dr. Ravi; Taxation of Capital Gain, 7th edn., Bharat Puplication, New Delhi (2010).
- Rajaratnam, S.; MAT, 8th edn., Snow White Publication, Mumbai (2010-11).



Chaturvedi, K. & Pithisaria, S.M.; Companion to chaturvedi & pithisaria's Income Tax Law, 5th edition, Vol. 6A(1)&(2), Lexis Nexis Butterworths Wadhwa, Nagpur (2010).

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- Rajratnam, S.(Rev.); Sampath Iyengar's Law of Income Tax, 10th edn.,Vol. 1-8, Bharat Publication, New Delhi (2005).
- <https://www.gst.gov.in> for relevant provisions of Act and Rules applicable to concerned assessment year.
- Indirect Taxes – Law and Practice by V. S. Datey
- All about GST by V S Datey

## SEMESTER – IV

<b>Course Code:</b> MF519	<b>Course Name: FINANCIAL ANALYSIS AND REPORTING</b>	<b>Credits: 3-0-2-4</b>	<b>Prerequisites :</b> NIL
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### **Learning Objectives:**

- To develop the skill to analyse financial statements using various methods.
- To acquire the ability to integrate and solve problems in practical scenarios on Indian Accounting Standards.
- To identify the purpose of the statement of cash flows and the importance of understanding a firm's cash flows.
- To explain the role of artificial intelligence in the world of accounting and finance.
- To explain the meaning and use of budgets and budgetary control and to illustrate the steps involved in implementing budgetary control in an organization.
- To understand the accounting standards for deciding the appropriate accounting treatment and formulating suitable accounting policies.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Explain the purpose, underlying concepts, and format of the balance sheet, income statement, and statement of cash flows, and the importance of accounting quality.
- Review the impact of Artificial Intelligence on the job descriptions and opportunities of accountants
- Explain the various types of budgets that a business entity can prepare and review the advantages and limitations of budgetary control.
- Appreciate the relevance and techniques of inventory control.
- Learn the application of various Accounting Standards



## **Module- 1**

### ***Module Objective:***

- To understand the purpose of performing Financial Statement analysis by various stakeholders.
- To assess the Artificial Intelligence capabilities in the world of Accounting and Finance.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the financial position and performance of any company through comparative statement, common size statement, trend analysis.
- Comprehend the understanding on Artificial Intelligence in the world of Accounting and Finance through reviewing the practical challenges it carries with itself.

### **Unit 1: Introduction to Financial Statement Analysis:**

Meaning of Financial statement analysis, Objectives of Analysis, Various Stakeholders and their Interests, Techniques of Financial Statement Analysis. Trend Analysis, Comparative statement Analysis and Ratio analysis. Introduction of International Financial Reporting System (IFRS) in India

### **Unit 2: Artificial Intelligence and Analysis:**

Concept of Artificial Intelligence (AI), Artificial Intelligence in Accounting, Accounting Tasks which Machines can Do, AI doesn't Mean Job Losses? How are Accountants using AI Capabilities? Practical Challenges with AI, Roles and Skills.

### **CASELETS**

## **Module- 2**

### ***Module Objective:***

- To acquaint learners with the inflow and outflow of cash under three heads of the Cash flow statement.
- To provide a basic understanding budget and budgetary control.

**Module Outcome:** After the completion of the module, students will be able to:

- Comprehend students with the entity's cash position post-analysis of its cash flow statement.
- Understand the various types of budgets that a business entity can prepare.

**Unit 3: Cash Flow Analysis:**

Meaning and Significance, Objectives of Preparing Cash Flow Statement, Classification of Cash Flow Statement, Construction of Cash Flow Statement, Analysis of Cash Flow Statement.

**Unit 4: Budgetary Control and Analysis**

Meaning and Definition of Budget, Meaning of Budgetary Control, Classification/Types of Budgets, Zero Base Budgeting, Preparation of Cash Budget, Preparation of Flexible Budget.

**CASELETS**

**Module – 3**

**Module Objective:**

- To familiarize students with relevance and techniques of inventory control.
- To enhance with understanding of Marginal costing.
- To give an understanding about various accounting standards that are relevant to business.

**Module Outcome:** After the completion of the module, students will be able to:

- Comprehend the thorough understanding of various methods of pricing material issues.
- Analyze the application of Cost volume profit analysis, Break even analysis.
- To apply various accounting standards in practice that are relevant to business.

**Unit 5: Inventory Valuation:**

Inventories, Inventory Cost, Risk of Holding Excessive Inventory, Inventory Control.

**Marginal Costing and Profit Planning:**

Marginal Cost and Marginal Costing, Cost Volume Profit (CVP) Analysis, Break Even Analysis.

### **Unit 6: Accounting Standards in Practice:**

Brief introduction and application of following Accounting Standards relevant to business: AS 4- Contingencies and events occurring after Balance Sheet date, AS 5- Net profit or loss for the period, AS 9- Revenue Recognition AS 12, Government Grants, AS 13 – Accounting for Investments, AS 21- Consolidated Financial statements, As 22 - Accounting for taxes on income, AS 26 – Intangible Assets.

### **THE COMPREHENSIVE ASSIGNMENT**

[The Comprehensive assignment (CA) provides a vehicle for integration of learning across functions and disciplines. The assignment must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature].

### **Books for Reference:**

- Advanced Management Accounting By Ravi M.Kishore –Taxman Publication, New Delhi 110 002.
- Robert S. Kaplan & Anthony A. Atkinson, Advanced Management Accounting, Prentice Hall of India Private limited, New Delhi.
- S.N. Maheswari – Management Accounting, Sultan Chand, Educational Publishers, New Delhi .
- V.K.Saxana & C.D.Vashist, Advanced Cost of Management Accounting, Sultan Chand & Sons, New Delhi, 1998.
- Dr. Manmohan & S.N.Goyal, Principles of Management Accounting Shakithabhavan Publication, Agra

## **SEMESTER – IV**

<b>Course Code:</b> MF520	<b>Course Name:</b> PROJECT MANAGEMENT	<b>Credits:</b> 3-1-0-4	<b>Prerequisites :</b> NIL
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### **Learning Objectives:**

- Understanding the framework for evaluating capital expenditure proposals.
- Introduce planning and management to learners by having them review the projects.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Understand project finance, process, structures, participants and their interests.
- Discuss various types of project finance and cooperation.
- Describe Value projects and forecast cash flows with detailed project management analysis.

### **Module- 1**

#### ***Module Objective:***

- To comprehend the value of project management and the role of project manager.
- To understand the Project Life Cycle.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the selection of a Project Manager and various phases of Project Management.
- Gain knowledge of various project classifications.

#### **Unit 1: Introduction to Projects:**

Definition of Project Management, Project Management, Project Manager and his

Responsibilities, PM as a Profession, Selection of a Project Manager, Phases of Project Management, Project Environment, The 7S of Project Management.

### **Unit 2: The Project Life Cycle:**

Concept of Project Management, Project Life Cycle, Project Classification, Extended and Project Life Cycle.

### **CASELETS**

## **Module- 2**

### ***Module Objective:***

- To familiarize students with project initiation and resource allocation.
- To acquaint students with rationale for Social Cost Benefit Analysis.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend students with the market analysis and demand analysis.
- Understand the UNIDO approach for Social Cost Benefit Analysis.

### **Unit 3: Project Analysis, Selection Generation and Screening of Project Ideas:**

#### **Project Analysis and Selection:**

Project Initiation and Resource Allocation, Resource Allocation, Need for Resource Allocation, Market Analysis and Demand Analysis, Criteria for a Good Forecasting Method, Technical Analysis, Material Inputs and Utilities, Basis of Government Regulatory Framework, Project Proposal and Project Portfolio Process.

#### **Generation and Screening of Project Ideas:**

Procedures for Idea Generation, Monitoring the Environment, Corporate Appraisal, Project Definition Rating Index.

### **Unit 4: Social Cost Benefit Analysis:**

Rationale for Social Cost Benefit Analysis, UNIDO Approach for Social Cost Benefit Analysis, Methods followed by Financial Institutions, Little Mirrlees Approach.

### **CASELETS**

## Module – 3

### ***Module Objective:***

- To introduce learners to several methods of determining profitability.
- To enhance with understanding on PERT, CPM and Time Estimation.

### ***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend the thorough understanding of Pay Back Period, Accounting Rate of Return, NPV, and Internal Rate of Return.
- Acquaint students with Network Techniques of Project Management and PERT Network Analysis.

### **Unit 5: Measuring Project Profitability:**

Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, BCR Method, BCR Method.

### **Unit 6: PERT, CPM and Time Estimation:**

Brief History of PERT/CPM, Language of PERT/CPM, Network Techniques of Project Management, Types of Networks, PERT Network Analysis – Steps, Project Uncertainty and Risk Management, Planning, Scheduling and Control, Tabulation and Analysis of Activities, The PERT (Probabilistic) Approach, Time Estimation.

### **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- Clements/Gido, Effective Project Management, Thomson.
- Clifford F. Gray and Erik W. Larson, Project Management, Tata McGraw Hill.
- K. Nagarajan, Project Management, Third Edition, New Age International.

- P.C.K. Rao, Project Management and Control, Sultan Chand & Sons
- Prasanna Chandra, Projects – Planning, Selection, Financing, Implementation, and Review, Sixth Edition, Tata McGraw Hill
- Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House

## **SEMESTER – IV**

<b>Course Code:</b> MF521	<b>Course Name:</b> <b>STRATEGIC FINANCIAL MANAGEMENT</b>	<b>Credits: 3-1-0-4</b>	<b>Prerequisites</b> <b>: NIL</b>
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### **Learning Objectives:**

- To apply strategic management to assess how important finance is to the process of making strategic decisions.
- To assess the analytical tools that were considered while making investment decisions.
- To consider the effects of strategic financial management on their own companies and their prior knowledge.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Recognize the limitations of conventional accounting methods in today's world, which is becoming more dynamic and changing quickly.
- Adopt a more pro-active and forward-thinking stance to more effectively contribute to organisational goals.
- Understand the effect that resource decisions have on the efficacy and performance of an organisation both internally and externally.
- Comprehend the significance of risk management when making strategic decisions.

### **Module- 1**

#### ***Module Objective:***

- To understand the terms strategy, financial planning and policy.
- To acquaint the learners with concept and process of financial modeling.

***Module Outcome:*** After the completion of the module, students will be able to:

- Analyse the process of Strategic planning.



- Comprehend the different tools and techniques of financial modelling.

### **Unit 1: Financial Policy and Strategic Planning:**

Financial Policy and Strategic Planning – Strategic Planning Process – Objectives and Goals  
– Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning  
– Types of Financial Plan.

### **Unit 2: Financial Models:**

Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of  
Financial Modeling – Applications of Financial Models – Types of Financial Models -  
Process of Financial Model Development.

### **CASELETS**

## **Module- 2**

### ***Module Objective:***

- To acquaint students with the concept of risk in investment decisions and the techniques of risk analysis.
- Understand the meaning, terms used in of corporate restructuring.

***Module Outcome:*** After the completion of the module, students will be able to:

- Comprehend the concept of sensitivity analysis, scenario analysis and decision tree approach.
- To familiarize students with the impact of Mergers and Acquisitions on Society.

### **Unit 3: Investment Decision:**

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision –  
Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity  
Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

#### **Unit 4: Expansion and Financial Restructuring:**

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

#### **CASELETS**

#### **Module – 3**

##### ***Module Objective:***

- To familiarize students with the concept of lease agreement and types of leasing.
- To enhance with understanding with various innovative sources of financing.

***Module Outcome:*** After the completion of the module, students will be able to

- o Comprehend the thorough understanding of Venture Capital investment process.
- o Understand option and its role in fund raising activities of a firm.

#### **Unit 5: Leasing and Venture Capital:**

Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

#### **Unit 6: Financing Strategy:**

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

## **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- ' Allen D, AN INTRODUCTION TO STRATEGIC FINANCIAL MANAGEMENT, London: CIMA / Kogan Page.
- ' Chandra, P., FINANCIAL MANAGEMENT – THEORY AND PRACTICE, New Delhi: Tata McGraw Hill Publishing Company Limited, 2004.
- ' Copeland, T., T.Koller, and Murrin, J., VALUATION: MEASURING AND MANAGING THE VALUE OF COMPANIES, New York: John Wiley (International Edition).
- ' Emery, D.R. and Fennert, J.D., CORPORATE FINANCIAL MANAGEMENT, New Jersey: Prentice Hall Int'l, 1997.
- ' Hampton, J.J., FINANCIAL DECISION MAKING - CONCEPTS, PROBLEMS, AND CASES, New Delhi: Prentice Hall of India, 2003.
- ' Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
- ' Sudarsanam, P.S., ESSENCE OF MERGERS & ACQUISITIONS, New Delhi: Prentice Hall of India
- ' Verma, J.C., CORPORATE MERGERS, AMALGAMATIONS, & TAKEOVERS, New Delhi: Bhatrat Publishing House, 2002.
- ' Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi,
- ' Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007

## SEMESTER – IV

<b>Course Code:</b> MF522	<b>Course Name:</b> <b>FINANCIAL ENGINEERING</b>	<b>Credits:</b> 3-1-0-4	<b>Prerequisites</b> : NIL
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### **Learning Objectives:**

- To provide the basic knowledge of concept of Financial Engineering.
- To understand the application of mathematical models on financial instruments.
- To review the main models and modeling techniques used in practical applications, understanding their applicability and limitations,
- To gain knowledge of Modeling Equity Derivatives and Fixed Income Derivatives.
- To understand the relationship that exists between derivatives and fundamental financial instruments (cash securities) and, in particular, the important no-arbitrage conditions that underlie the pricing of derivatives.
- To understand how to calibrate the models using market data;
- To explain the pricing of the derivative and identify a hedging strategy.

### **Learning Outcomes:**

After the completion of the course, students will be able to:

- Build an integrated framework used in practical applications, understanding their applicability of Modelling techniques.
- Understand how to formulate a consistent model incorporating the chosen factors.
- Enable students to think 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.
- Develop skills in forming effective strategies to cope with the changing risk environment.
- Gaining the knowledge of pricing of derivatives.

## **Module- 1**

### ***Module Objective:***

- To develop basic understanding about the concept of Financial Engineering.
- To understand the terminology related to derivatives and basic modeling concepts related to derivatives

### ***Module Outcome:*** After the completion of the module, students will be able to:

- Understand the need and implications of Modeling in Finance.
- Use mathematical models on financial instruments and knowledge of innovative tools of financial engineering called derivatives.

### **Unit 1: Introduction to Financial Engineering**

Financial analysis vs financial engineering , Financial Engineering as a response to Increased Risks, Knowledge base of a financial engineer-mathematical & statistical skills, Modelling skills, Product Knowledge, knowledge of relevant technology, accounting, tax and legal; Types of Risks and Risk Management, Tools of Risk Management; Discussion on existing financial instrument

### **Unit 2: Futures and Forwards and Options:**

**The Futures Markets:** Buying and Selling Futures, Static and dynamic hedging, Devising a Hedging Strategy Using Futures, Stock Index Futures, Value at Risk (VaR), Short Term and Long Term Interest Rate Futures, Foreign Currency Futures and Commodity Futures.

**Options Markets:** Properties of Stock Option Prices; Option Pricing Models – Binomial Model, Black-Scholes; Model, Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies.

### **CASELETS:**

## **Module- 2**

### ***Module Objective:***

- To understand sufficient flexibility in the choice of the pricing model.
- To comprehend various stochastic factors that can be incorporated in a reasonable pricing model for a given derivative.

### ***Module Outcome:*** After the completion of the module, students will be able to:

- Explain the Fundamental Theorem of Asset Pricing and Martingale approach to derivative pricing.
- Outline the Local volatility models and The Merton jump-diffusion model.

### **Unit 3: STOCHASTIC CALCULUS, ASSET PRICING, MARTINGALE PRICING**

Introduction to Stochastic Calculus Martingales. Brownian motions. Ito processes. Diffusions and stochastic differential equations. Ito's lemma. Girsanov's theorem. The Fundamental Theorem of Asset Pricing Arbitrage, numeraires and martingale measures. The martingale property of asset prices. The martingale property of forward and futures prices. The risk-neutral martingale measure and the forward martingale measure. The martingale approach to derivative pricing. Examples: Black-Scholes and Black formulas. Monte Carlo simulation.

### **Unit 4: MODELING VOLATILITY AND MODELING JUMPS**

Modeling Volatility: Local volatility models: the constant elasticity of variance (CEV) model and the implied volatility function (IVF) model. Stochastic volatility models: the Heston model. Calibration and Monte Carlo implementation of stochastic volatility models. VI. The Modeling Jumps -need for jumps. The Poisson processes. The Merton jump-diffusion model. The affine stochastic volatility jump (ASVJ) model. Calibration and Monte Carlo implementation of jump models

### **CASELETS and SIMULATION EXERCISES**

## **Module- 3**

### ***Module Objective:***

- To describe the features of empirical volatility surfaces for equity derivatives and Variance.
- To introduce the concept of Fixed income derivatives and how to model SPOT rates

**Module Outcome:** After the completion of the module, students will be able to:

- Understand the concept of volatility in key Equity derivatives.
- Develop skills in forming effective strategies to cope with the changing risk environment.

### **Unit 5:**

#### **EQUITY DERIVATIVES**

Introduction to Equity Derivatives: Key features of empirical volatility surfaces for equity derivatives. Implications for price distributions. Time-series evidence from the VIX. Advanced Topics in Equity Derivatives Volatility derivatives. Variance swaps: pricing and synthetic replication. The construction of the VIX. Quantos. Hedging with stochastic volatility and jumps.

### **Unit 6: INTRODUCTION TO FIXED INCOME DERIVATIVES AND MODELING SPOT RATES:**

Basic instruments (swaps, caps and floors, swaptions). The market pricing formulas and quoting conventions. Empirical volatility surfaces for fixed income derivatives. Pricing caps, floors and swaptions as bond options. Modeling Spot Rates One-factor models: The extended Vasicek (Hull-White) model and the extended Cox Ingersoll-Ross (CIR++) model. Pricing swaptions in one-factor models: the Jamshidian decomposition. Limitations of one-factor models. Factors in bond returns and principal component analysis. Multi-factor spot-rate models: the extended two-factor gaussian (G2++) model.

#### **CASELETS, SIMULATION EXERCISES AND SOFTWARES**

- Students will be asked to implement and calibrate the models introduced in the class using software of their choice: Mathematica or Matlab, in conjunction with Crystal Ball (an Excel add-in for Monte Carlo simulation), are strongly recommended.
- Although every effort will be made to introduce the models as intuitively as possible,

the class will be by its nature very quantitative and will require a significant amount of work.

### **THE COMPREHENSIVE ASSIGNMENT**

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### **Books for Reference:**

- John C. Hull, Options, Futures, and Other Derivatives, 6th edition, Prentice Hall, 2005.
- Paul Glasserman, Monte Carlo Methods in Financial Engineering, 1st edition, Springer, 2004.
- 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, 2002.
- Philipp J. Schonbucher, Credit Derivatives Pricing Models, 1st edition, Wiley, 2003.



## SEMESTER – IV

<b>Course Code:</b> MF601	<b>Course Name:</b> PROJECT WORK	<b>Credits:</b> 0-0-16-8	<b>Prerequisites:</b> NIL
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### **Project Work:**

Project work is an essential component of curricular structure and a student is expected to work on a topic of their choice in consultation with mentor (academic / industry) to work on problems requiring higher caliber with focus on professional specialty. Every Project aims to connect theory and practice with great room for research and findings. Regardless of whether they work in classrooms, studios or communal spaces, these exercises are intended to have an impact on students' professional lives.

Through their coursework, students will choose the area and topics for their comprehensive project. The learnings, articles and experiences associated with the Executive degree program frequently serve as the basis for the projects. However, to ascertain students' abilities for independent work and their capacity for self-directed inquiry, the projects must demonstrate in what ways individual students have researched, developed, and extended, or applied the ideas and strategies under investigation.