

*Master of Business Administration*

*Service sector Management  
(MBA-FSM)*

**SYLLABUS**

**Semester - III**

**&**

**Semester - IV**



**2018-2020**

**Faculty of Management Studies  
M.L. Sukhadia University**

**UDAIPUR (RAJ.)**

**PROGRAMME ADMINISTRATION (*SUGGESTED GUIDELINES*)**

**Evaluation**

- (i) Each paper will carry 100 marks (Except Papers CP-401) of which minimum of 20% of marks should be for internal assessment and remaining percentage of marks be for written examination. The duration of written examination for each paper shall be three hours.
- (ii) The internal assessment marks shall be based on factors such as: Participation in seminars, case discussions and group work activities
  - \* Class tests, quizzes, individual and group oral presentations
  - \* Submission of written assignments, term papers and viva-voce
  - \* Class-room participation and attendance

There will be one mid term class test which will carry 10 marks. If any candidate doesnot appear in any of the mid term tests on medical or other valid grounds, hemay appear in the defaulter test by depositing a fee of Rs. 150/- per course.

Home Assignment will carry 05 marks while individual and group presentation and attendance will carry 05 marks.

- (iii) The scheme of evaluation of project studies shall be as follows:

Paper FM-401, will carry 200 marks, final project study shall commence after the Third semester and the report should be submitted towards the end of fourth semester.

The written part for each of the project studies shall account for 80% of marks and the viva-voce to be conducted by a duly constituted examination board for the remaining 20% of marks.

### **Promotion and Span Period**

- (i) The span period of the programme is four years from the date of registration in the programme.
- (ii) The minimum marks for passing the examination for each semester shall be 40% in each paper and 50% in aggregate for all the courses of the semester.
- (iii) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 12 papers out of the 16 papers offered during first year of the programme.
- (iv) If a student fails in more than 2 papers in one semester, he/she will be declared that and he will be required to reappear in all the papers, as ex-student, whenever the semester is held.
- (v) The degree shall be awarded to successful students on the basis of the combined results of first year and second year examinations as follows:

- Securing 60% and above : Ist Division -
- All other : IInd Division

(vi) A student to be eligible for award of degree has to clear all the papers offered during two-year programme within the span period.

### **Re-examination**

A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in aggregate for the semester concerned may take reexamination in not more than two papers to obtain the aggregate percentage required to pass the semester. A regular student will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed four during the span period of the programme. As regards the ex-students, they will be allowed to re-appear in papers only in the April/May semester examination subject to total number of attempts for a paper not exceeding four during the span period of the programme.

### **Attendance**

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head/Dean of the Department/Faculty to have attended the three-fourths of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the semester examination. However, the Head/Dean may condone the required percentage of attendance by not more than 10 per cent during a semester.

A student not allowed to appear in the preceding semester examination due to shortage of attendance, may appear in the papers of the proceeding semester along with the papers of current semester after making up the attendance shortfall. Remedial classes, however, will not be arranged by the Department/ Faculty for the purpose.

## **THE PROGRAMME**

The Master of Business Administration Financial Service Management is a two year full-time program. The course structure and program administration are as follows:

## **COURSE STRUCTURE**

The program has been organized in two years-First Year and Second Year, each year comprising two semesters. The list of papers offered during First Year and Second Year of the program shall be as follows:

## **FIRST YEAR**

### **Semester-I**

CP-101 Management Process and Organizational Behavior

CP-102	Statistical Methods
CP-103	Managerial Economics
CP-104	Quantitative Methods
CP-105	Information Technology
CP-106	Managerial Communication
CP-107	Marketing Management
CP-108	Accounting For Managers



## **SEMESTER - I**

### **CP-101 TO CP-108**

#### **CP-101 : MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR**

##### **Objectives**

The objectives of this paper are to familiarize the student with basic management concepts and behavioral processes in the organization.

##### **Course Contents**

###### **Unit -I**

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business ;Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid. Decision making: Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making

###### **Unit-II**

Introduction to Organizational Behavior: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.. Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude

###### **Unit-III**

Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators.

###### **Unit-IV**

Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. . Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management.

## Unit-V

Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance. Applications of emotional intelligence in organizations, communication, group decision making, Understanding and Managing organizational system - Organizational design and structure, Change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations.

### Suggested Readings

1. Koontz, H and Wehrich, H. *Management*. 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. *Organizational Behaviour*. 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S P. *Management*. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.
4. Robbins, S P. *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip *Emotional Intelligence at Work, Response Books*, Sage Publications, Delhi, 2001
6. Staw, B M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Stoner, J. etc. *Management*. 6th ed., New Delhi, Prentice Hall of India, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **CP-102: STATISTICAL METHODS**

### **Objectives**

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

### **Course Contents**

#### **Unit -I**

Introduction: Application of Statistics in Business & Management; Basic Concepts of Statistical Studies: Population, Variable and Parameter, Sample; Classification of Data;. Diagrammatic & Graphical Presentation of Data: Bar Diagram, Histogram, Pie – Diagram, Frequency Polygons, and Ogives.

#### **Unit-II**

Summary Statistics: Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median and Mode .Index Numbers: Concept & Applications.

#### **Unit-III**

Measures of Dispersion: Range, Average Deviation. Standard Deviation, Variance and Coefficient of Variation.

#### **Unit-IV**

Forecasting Techniques: Simple Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

#### **Unit-V**

Probability : Introduction of Probability Theories, Concepts, Addition & Multiplication Theorems, Probability Distributions: Binomial Poission, Normal and Exponential

### **Suggested Readings**

1. Chadha, N. K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi,1996
2. Gupta, S P and Gupta M P. *Business Statistics*. New Delhi, Sultan Chand, 1997.
3. Kazmier, L J and Pohl, N F. *Basic Statistics for Business and Economics*. New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. *Statistics for Management*. New Jersey, Prentice Hall Inc., 1995.
5. Terry, Sineich. *Business Statistics by Examples*. London, Collier Mac Millian Publishers, 1990.

## 6. Quantitative Techniques - N.D.Vohra

### **CP-103 : MANAGERIAL ECONOMICS**

#### **Objectives**

The Objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

#### **Course Contents**

##### **Unit -I**

Scope, Concepts and Techniques of Managerial Economics, Nature of business decision-making, Marginal analysis, optimization; Demand functions, Law of Demand - Utility Concept, Cardinal and Ordinal Approach, Income and substitution effects.

##### **Unit -II**

Elasticity of Demand; Price Elasticity, Income Elasticity, Cross Elasticity, Advertising Elasticity.

##### **Unit -III**

Demand forecasting, Production Function, Concept, Isoquants, Equilibrium, Law of Variable Proportions, Law of Returns to Scale, Cost Function, Types of Costs, Theory of Firm - Profit Maximization, Sales Maximization.

##### **Unit -IV**

Market Structure: Concept of Equilibrium, Perfect Competition, Monopoly, Monopolistic, Oligopoly, Theoretical Concept of Pricing, Pricing Policies in Practices Non-Price Competition.

##### **Unit -V**

Macro Economics : Aggregates and Concepts -GNP and GDP-Aggregate Consumption-Demand, Balance of Payments, Monetary Policy Fiscal Policy; Concept and Measurement of National Income; Determination of National Income, Multiplier Effect & Accelerator.

#### **Suggested Readings**

1. Adhikary, M. *Business Economics*.,New Delhi, Excel Books, 2000.
2. Baumol, W J. *Economic Theory and Operations Analysis*. 3rd ed., New Delhi, Prentice Hall Inc., 1996.



3. Mehta, P.L. *Managerial Economics*. New Delhi Sultan Chand & Sons.
4. Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. *Modern Micro Economics*. New York, Macmillan, 1991.
6. Milgrom, P and Roberts J. *Economics, Organization and Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
7. Diwedi D.N. *Managerial Economics*. Vikas Publishing, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **CP-104 :Quantitative Methods**

### **Objectives**

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus ,however, is in their application in business decision making.

### **Course Contents**

#### **Unit-I**

Matrices and their Applications. Markov's Analysis.Function and Iterations of Business Applications.Progression.

#### **Unit-II**

Linear Programming: Introduction of Operations Research, Scope and Models in Operations research, Scope and models in Operations Research, Introduction of linear Programming, Formulation of LPP, Solutions of LPP-Graphical Methods & Simplex Procedure ,Duality.

#### **UNIT –III**

Introduction of Transportation Problems, Procedure of finding optimal solution, Assignment Problem & its solution.

#### **UNIT-IV**

Decision Theory: Introduction of Decision Theory, Decision Environments, Decision Making under Risk- EMV & EOL Decision Making under Uncertainty- Maximax, Maximin, Minimax, Regret& Laplace Criterion.

Games Theory - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy.

#### **UNIT-V**

PERT- CPM, Inventory control.MonteCarloSimulation(Elementary idea only).

### **Suggested Readings:**

1. Narang ,A S. *Linear Programming And Decision Making* . New Delhi , Sultan Chand,1995.
2. Sharma , J.K. *Fundamentals of Operation research* ,Machmillan, New Delhi,2001
3. *Quantitative Techniques* –N.D. Vohra

## **CP-105: INFORMATION TECHNOLOGY**

### **Objectives:**

The objective of the course is to make student aware about the emerging information technological issues engaging the world.

### **Course Contents**

#### **Unit -I**

Introduction to Computers: Evolution of Computers, Basic Architecture and components, Application Software and Packages - Introduction to Embedded Software. Artificial intelligence (AI), AI Tools –An overview, Fundamentals of operating system- Windows, Unix/Linux, Android.

#### **Unit -II**

Software Packages

- a) Word Processor –Editing, Printing and Formatting of Document Mail merge.
- b) Electronic Spread sheet – Range, Formulas, Functions, Graphs, Basis statistical formulae.
- c) Presentation Tool – Creating effective presentations

#### **Unit -III**

File and Data Management –Data files types/Organizations; Master & Transaction Files; Basics of Data Processing; Introduction to DBMS concepts, DBMS Software: Creating a database, Data entry and basic queries. Report generation & Label generation .

#### **Unit -IV**

Financial Accounting Software- Account creation, Journal Entry, Ledger posting, Balance Sheet, P& L Account, Flow Charting : Input-Process –Output presentation , Programming Concepts. Data Communications And networking \_LAN & WAN.

#### **Unit -V**

,Introduction to Word Wide Web-Internet operations, emerging communication technologies .Introduction to Social Networking, E Commerce ,E –Banking And E- Governance .

### **Suggested Readings**

1. Rajaraman, V. (2004). *Introduction to Information Technology*. PHI.
2. Turban, Rainer and Potter (2003). *Introduction to information technology*. John Wiley and sons.
3. Sinha, P.K., PritiSinha (2002). *Foundation of computing*. BPB Publications.
4. Ram, B. (2003). *Computer Fundamentals*. New Age Publications

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **CP- 106 :      MANAGERIAL COMMUNICATION**

### **Objectives:**

The objective of the course is to make student aware about the communication techniques.

### **Course Contents**

#### **Unit -I**

Introduction to managerial communication: Meaning, Importance & objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication.

#### **Unit -II**

Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, Techniques of eliciting response, probing questions, Observation. Business and social etiquettes.

#### **Unit -III**

Managerial speeches: Principles of Effective Speech & Presentations. Technical & Non-technical presentations. Speech of introduction -speech of thanks - occasional speech - theme speech. Use of audio visual aids. Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee.

#### **Unit -IV**

Interview Techniques: Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews - exit interviews. Group communication: Importance, Meetings - group discussions. Video-conferencing.

#### **Unit -V**

Introduction to managerial writing: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference. Memos, minutes, Circulars & notices. . Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee.

### **Suggested Readings:**

1. Lesikar, R.V. & Flatley, M.E. (2005). *Basic Business Communication Skills for Empowering the Internet Generation*. Tata McGraw Hill Publishing Company Ltd. New Delhi.

2. Ludlow, R. & Panton, F. (1998). *The Essence of Effective Communications*. Prentice Hall of India Pvt. Ltd.
3. Adair, J. (2003). *Effective Communication*. Pan Mcmillan.
4. Thill, J. V. & Bovee, G. L. (1993). *Excellence in Business Communication*. McGraw Hill, New York.
5. Bowman, J.P. & Branchaw, P.P. (1987). *Business Communications: From Process to Product*. Dryden Press, Chicago.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **CP-107 :     MARKETING MANAGEMENT**

### **Objectives**

The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

### **Course Contents**

#### **Unit -I**

Nature and scope of marketing, Corporate orientations towards the marketplace, The Marketing environment and Environment scanning, Marketing information system and Marketing research, Understanding consumer and Industrial markets.

#### **Unit -II**

Understanding consumer behavior, factors influencing consumer behavior and buying process; organizational buying; Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development, branding and packaging decisions.

#### **Unit -III**

Pricing methods and strategies, Promotion decisions promotion mix, advertising, sales promotion, publicity and personal selling; Channel management - selection, co-operation and conflict management, vertical marketing, Implementation and systems.

#### **Unit -IV**

Services Marketing: The emergence of service, The service consumer behavior, Service positioning and targeting, Service quality, promoting the service, Relationship Marketing, Services marketing in India.

#### **Unit -V**

Emerging issues in marketing: Consumerism, Green marketing, Sustainable development and consumption, Digital marketing, E-CRM

### **Suggested Readings**

1.     Enis, B M. *Marketing Classics: A Selection of Influential Articles*. New York, McGraw Hill, 1991.
2.     Kotler, Philip and Armstrong, G. *Principles of Marketing*. New Delhi, Prentice Hall of India, 1997.
3.     Kotler, Philip. *Marketing Management: Analysis, Planning, Implementation and Control*. New Delhi, Prentice Hall of India, 1994.

4. Ramaswamy, V S and Namakumari, S. *Marketing Management: Planning, Control*. New Delhi, MacMillan, 1990.
5. Stanton, William, J. *Fundamentals of Marketing*. New York, McGraw Hill, 1994.
6. Neelamegham, S. *Marketing In India: Cases and Readings*. New Delhi, Vikas, 1988.
7. Lovelock. Christopher H. *Services Marketing* Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **CP- 108 : ACCOUNTING FOR MANAGERS**

### **Objectives**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

### **Course Contents:**

#### **Unit -I**

Meaning and Definition of Accounting, Parties or Users interested in Accounting, Branches of Accounting, Meaning and Definition of Management Accounting, Distinction between Management Accounting and Financial Accounting. Accounting Concepts and Conventions.

#### **Unit -II**

Basic Accounting terminologies, Classification of Accounts, Meaning of Journal, Writing of Journal Entries. Secondary Books of Accounting, Preparation of Trial Balance Financial Statement Analysis, Ratio analysis, Funds Flow Analysis, Cash Flows analysis.

#### **Unit -III**

Elements of Costs; (a) Materials Costs: - Materials purchasing, receiving, storing and issuing including pricing of issues. Labour Costs and Labour Turnover.

#### **Unit -IV**

Overheads- Identifying the overheads with cost centre. Allocation, Apportionment and Absorption – Accounting treatment of under and Over Absorption. (Preparation of Cost Sheet, items to be excluded while preparing cost sheet.

#### **Unit -V**

Managerial Decision Making Techniques: Marginal costing – Cost volume profit analysis, BEP Budgetary control, Operating and Financial Budgets, Performance Budgeting, Zero-Base Budgeting; Flexible Budgets. Standard Costing – Materials Cost and Labour cost variances only. Accounting Standards.

### **Suggested Readings**

- 1 . Anthony R N and Reece J S. *Accounting Principles*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. *Accounting for Management Text and Cases*. New Delhi, Vikas, 1996.



3. Heitger, L E and Matulich, Serge. *Financial Accounting*.New York, Mc-Graw Hill, 1990.
4. Hingorani, N L. and Ramanathan, A R. *Management Accounting*. 5th ed., New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. *Principles of Financial and Management Accounting*.Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. *Financial and Managerial Accounting*.Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu. *Financial and Management Accounting*.New Delhi, Anmol Publications, 1997
8. Theory & Problems in Management & Cost Accounting - Khan & Jain

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**SEMESTER-II :**

**CP-201 TO CP-208**

CP-201	Corporate Evolution and Strategic Management
CP-202	Business Legislation
CP-203	Financial Management
CP-204	Research Methodology
CP-205	Management Information System
CP-206	Marketing of Financial Services
CP-207	Human Resource Management
CP-208	Security Analysis& Investment Management

## **CP-201 BUSINESS POLICY & STRATEGIC MANAGEMENT**

### **Objectives**

The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

### **Course Contents:**

#### **Unit-I**

Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. . Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.

#### **Unit-II**

Strategic analysis: Analyzing Company’s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company’s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition.

#### **Unit-III**

Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit 6. Generic Competitive Strategies: Low cost, Differentiation, Focus. . Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature& Declining Industries.

#### **Unit-IV**

New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain. Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy.

## UNIT- V

Behavioural issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization . Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.

Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.

Books Recommended:-

1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future.HBS Press.
5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

## **CP-202: BUSINESS LEGISLATION**

### **Objectives**

The course is designed to assist the students in understanding basic laws affecting the operations of financial institutions.

### **Course Contents**

#### **Unit -I**

The Contract Act, 1872 Nature and classification of contracts - Essential elements of a valid contract - Offer and Acceptance - Consideration , Capacities of Parties, free consent, Void agreement, Performance and discharge of contract, Breach of contract - Meaning and remedies, Contingent contracts, Quasi Contracts.

Introduction to special contracts - Indemnity & Guarantee, Bailment & Pledge, Agency.

#### **Unit -II**

Sales of Goods Act, 1930 - Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale, Provisions relating to Conditions and Warranties Caveat and Emptor relating to transfer of property or ownership, Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.

#### **Unit-III**

The Negotiable Instruments Act, 1881 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course, Negotiation and Types of Endorsements , Dishonor and Discharge of Negotiable Instrument, Liabilities of parties on Negotiable Instrument.

#### **Unit -IV**

The Companies Act, 2013 Company - Definition, Meaning, Features and Types of companies Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus Share Capital and Recent Amendments.

#### **Unit -V**

The Consumer Protection Act, 1986 Definitions of Consumer, Complainant, Goods, Services - Meaning of Consumer Dispute, Complaint, Unfair Trade Practices, Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies.

The Information Technology Act, 2000 Digital Signature - Digital Signature Certificate  
Electronic Governance Electronic Records Certifying Authorities Penalty & Adjudication.

Intellectual Property Rights: Conceptual understanding of patents, copyrights, trademarks and designs.

### **Suggested Readings**

1. *Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.*
2. *Khergamwala, J.S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.*
3. *Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.*
4. *Shah, S.M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.*
5. *Tuteja, S.K. Business Law For Managers. New Delhi, Sultan Chand, 1998.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **CP-203 : FINANCIAL MANAGEMENT**

### **Objectives**

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

### **Course Contents**

#### **Unit -I**

Aims and Objectives of Financial Management; Role of Finance Manager, Time Value of Money; Instruments of Long term Finance, Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital, Marginal Cost of Capital

#### **Unit -II**

Operating and Financial Leverage, Valuation and Capital Structure Decisions, Capital structure Theories – NI and NOI approach, MM Hypothesis without taxes and under corporate taxes, Optimum Capital Structure, Economic Value Added.

#### **Unit -III**

Methods of Capital Budgeting – Payback, ARR, IRR, NPV and PI, Analysis of Risk in Capital Budgeting – Sensitivity Analysis, Scenario Analysis, Financial Modelling, Use of Excel for Financial Decision Making.

#### **Unit -IV**

Working Capital Concept, Nature and scope, Determinants of Working Capital, Instruments of Short-term Financing - Management of Working Capital, Cash, Receivable and Inventory Management.

#### **Unit -V**

Internal Financing and Dividend Policy, Dividend Models, Recent development in Financial Management – GDR, ADR, FCCB, ZCB, DDB, Warrants, SPN, Equipref, Sweat Equity Shares, ESOP, Tracking Stocks, Disaster Bonds, Mortgage Based Securities, etc.

### **Suggested Readings**

1. Archer, Stephen H. etc. *Financial Management*. New York, John Wiley, 1990.
2. Bhalla, V K. *Financial Management and Policy*. 2<sup>nd</sup> ed., New Delhi, Anmol, 1998.

3. *Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance. 5th ed., New Delhi, McGraw Hill, 1996.*
4. *Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.*
5. *Van Horne, James C. Financial Management and Policy. 1 Oth ed., New Delhi, Prentice Hall of India, 1997.*
6. *Winger, Bernard and Mohan, Nancy. Principles of Financial Management. New York, Macmillan Publishing Company, 1991.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.



## **CP-204 : RESEARCH METHODOLOGY**

### **Objectives**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

### **Course Contents**

#### **Unit-I**

Foundation of Research: Meaning, Objectives, Motivations, utility. Concept of Theory, empiricism, deductive and inductive theory. Characteristics of scientific Method, Understanding the Language of Research – Concept & Construct. Definition – Variable. Research Process, Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives.

#### **Unit-II**

Research Design; Concept And Importance in Research, Features of good research design, Types of Research Designs – Exploratory Research Designs, Descriptive Research Designs Experimental Research Designs

Qualitative & Quantitative Research : Qualitative research-Quantitative Research. Difference between Qualitative & Quantitative Research

#### **Unit –III**

Measurement: Concept of measurement- What is measured? Problems in measurement in management research- Validity and reliability. Levels of Measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling techniques, Motivational Research Techniques

Types of Data: Secondary Data – Definition Sources, Characteristics. Primary data – Definitions, Advantages & Disadvantages Over Secondary data, Observation Method, Questionnaire Construction, Personal Interview, Telephonic Interview, Mail Survey, Email/Internet survey.

Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling error, Sample Size, Non Response. Characteristics of a good Sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & multistage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of sample – Practical consideration in sampling & sample size.

#### **Unit -IV**

Data Analysis : Data Preparation – univariate analysis (Frequency Tables, bar charts, pie charts, percentages) Hypothesis Testing – t-Test & Z test & Multivariate Analysis.

## **Unit -V**

Bivariate Analysis – Cross Tabulation and Chi –Square,F-ANOVA.

Report Preparation :Pre-Writing Consideration, Format of Marketing research report ,common Problem Encountered when preparing the marketing research report .Presenting the research report.

### **Suggested Readings**

1. *Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976*
2. *Bennet, Roger: Management Research, I LO, 1 983*
3. *Fowler, Floyd J. Jr., Survey Methods, 2<sup>nd</sup> ed., Sage Pub., 1993*
4. *Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986*
5. *Gupta, S.P. Statistical Methods, 30<sup>th</sup> ed., Sultan Chand, New Delhi, 2001*
6. *Golden, Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub., 1997*
7. *Salkind, Neil J. Exploring Research, 3<sup>rd</sup> ed., Prentice-Hall, NJ, 1997*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **CP-205 : MANAGEMENT INFORMATION SYSTEM**

### **Objective**

The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business Organization.

### **Course Contents :**

#### **Unit-I**

Management Information System: Definitions - Basic Concepts Frameworks - Major Trends in Technology, applications of Information Technology. System & Design: Systems Development initiative, Different Methodologies - Life Cycle & Prototype approach, Detailed study on Life Cycle Design & implementation, Case Study.

#### **Unit-II**

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

#### **Unit -III**

Decision Support System : An Overview ; Relevance, Scope of DSS, characteristic and capabilities of OSS, components of OSS, classification of DSS, Database Management System: Sources of data -data file environment database environment - data models - relevance of relational data base design in DSS.

#### **Unit -IV**

Model Base Management system: Types of models, function, time, certainty, uncertainty, risk, structure OR models, Dichotomous model of mind - Simon's model in information system design simulation technique. Dialog generation management system.

#### **Unit –V**

User interface - graphics menus - Forms OSS tools - DSS generators - specific DSS. Constructing a DSS: Steps in designing a OSS identification of decision, building- of DSMS, building of MSMS - building of DGMS, implementation, performance testing. Recent trends in MIS

### **Suggested Readings**

1. Keen, Peter G.W.: Decision Support System an Organizational Perspective Addison-Wesley Pub.
2. *Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall - 1982.*
3. *Krober, Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984*
4. *DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice HaliNew Jersey, 1988.*

5. *Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.*
6. *Leod, Raymond Me JR Management information systems - Macmillan Publishing Company, New York - 5th Edition - 1993.*
7. *Turban, Efrain Decision Support & Expert Systems - Management Perspective - Macmillan Publishing Company, New York, 1988*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **CP-206 : MARKETING OF FINANCIAL SERVICES**

### **Unit-I**

Introduction to financial services, Nature and Scope of Financial Services. Types of Financial Services ,Non-Banking Financial Companies: Function and Types.

### **Unit-II**

Asset/Fund-Based Financial services; Leasing, Introduction to Equipment Leasing, Financial Evaluation of Leasing. Hire Purchase and Consumer Finance Factoring and Forfeiting, Bill Discounting, Housing Finance.

### **Unit-III**

Venture Capital Financing Advisory Services.Mergers/Amalgamations and Aquisition/Takeovers. Credit Rating, Credit Cards, Microfinance, Stock Broking, E-Broking Regulatory framework for Financial Services, Recent Developments.

### **Unit-IV**

Consumers Behaviour in Service, Encounter Environmental Issues, Positioning Services in Competitive Market, Financial Services; Product Development, Designing Communication, Mix for Financial Services, The Marketing Mix for Financial Services, Designing and Managing Financial Services.

### **Unit –V**

Problems and Challenges in Marketing of Bank Services, Marketing of Insurance Services, Marketing of Allied Services; Mutual Funds, Credit Cards, Housing Finance, Personal Loans, Factoring Services, Quality issues in Financial Services, Pricing of Financial Services.

### **Suggested Readings**

*Bhalla V.K. Management of Financial Services.Anmol New Delhi, 2001.*

*Khan M.Y. Financial Services.TMH New Delhi 3rd edition 2004.*

*Bhole L.M. Financial Institutions and Markets TMH 4/e 2004*

*Gorden, E and Natrajan Emerging Scenario of Financial Services.*

*Clifford Gomez. "Financial Markets, Institutions and Financial Services" Prentice Hall of India.*

*Pathak V. Bharti. " The Indian Financial System". Pearson Education, Second Edition.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course. Cases of at least four Banks and other Institutions on Marketing Strategy will be discussed in the class

## **CP-207: HUMAN RESOURCE MANAGEMENT**

### **Unit-I**

Human Resources Management-Introduction and Importance, Human Aspect of Management, HRM Evolution. Difference between Personnel Management and HRM. HRM in a Changing Environment, Role of a HR Manager.

### **Unit -II**

Human Resources Planning: Objectives, Importance, Process and Manpower Estimation  
Job analysis, Job Description, Job Specification.  
Recruitment: Meaning and Sources of Recruitment.  
Selection: Essentials of selection procedure and Process  
Placement and Induction, Retention of Employees.

### **Unit-III**

Training and Development- Objectives and Needs, Training Process, Methods of Training, Tools and Aids  
Evaluation of Training Programs.Career Planning and Succession Planning.

### **Unit-IV**

Performance Management System: Definition, Concepts and Ethics.  
Performance Appraisal: Methods, Rating Errors  
Compensation Management: Concepts and Components, Perks and Benefits.  
Job Evaluation: concept and methods  
Productivity Management: Concept, TQM, Kaizen and Quality Circles.

### **Unit-V**

Industrial Relations: Disputes, Causes, Settlement of Disputes -Grievance Procedure and Collective Bargaining.  
Industrial Relations & Trade Unions, Retirement/Separation, Superannuation, Voluntary Retirement Schemes, Resignation, Discharge, Dismissal, Suspension, Layoff.

## **Suggested Readings**

1. *Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997*
2. *De Cenzo, D A & Robbins S P. Human Resource Management. 5th ed., New York, John Wiley, 1994.*
3. *Guy, V & Mattock J. The New International Manager. London, Kogan Page, 1993.*
4. *Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Page, 1995.*
5. *Monappa, A. & Saiyadain M. Personnel Management. 2nd ed., New Delhi, Tata Mc-Graw-Hill, 1966.*
6. *Stone, Lloyed and Leslie W. Rue, Human Resource and Personnel Management Richard D. Irwin, Illinois, 1984.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.



## **208: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

### **Objectives**

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and

### **Course Contents:**

#### **Unit-I**

Indian Financial System. Capital Market & Money Market. Risk and Return; Types of Securities, Investment Alternatives, Non Security Forms of Investment ,Listing&Delisting of Securities.

#### **Unit-II**

Mechanics of Investing; Primary Market, Secondary Market; Trading Mechanism, Stock Market Terminologies, Market Indices and Return, SEBI Regulations, Investors Protection. Dematerialization & Depositories.

#### **Unit-III**

Valuation Theories of Fixed and Variable Income Securities; The Return & Risk and the Investment Decision, Equity Research Reports : Sector analysis & Company Analysis. Major international Indices : Dow Jones , Hang Seng . NIKKI, NASDAQ , FTSE, CAC, CBOT etc.

#### **Unit-IV**

Stock Market Analysis – Fundamental Analysis: Economic, Industry & Company Analysis . Technical Analysis: Dow Theory , Technical Indicators, Charts, Moving Averages, Oscillators , ROC, RSI, Efficient Market Hypothesis , Recent Developments in the Indian Stock Market.

#### **Unit-V**

Portfolio Management Markowitz, Mean Variance Criteria, Sharpe Single Index model, CAPM.

### **Suggested Readings**

1. *PandiyanPumthavatheey, Security Analysis &Partfolio.Mgt. New Delhi Vikas Publishing House, Pvt. Ltd., 2009.*
2. *Bhalia, V K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand,2001.*
3. *Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 1995.*
4. *Fuller, Russell J. and Farrell, James L. Modem Investment and Security Analysis. New York, McGraw Hill, 1993.*
5. *Haugen, Robert H. Modem Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.*
6. *Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London,1987.*
7. *Sharpe, William F. etc. Investment.New Delhi, Prentice Hall of India, 1997.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

FM-301	Risk Management
FM -302	Wealth Management
FM -303	Merchant Banking Services
FM -304	Mutual Funds
FM -305	Commercial Bank Management
FM -306	Insurance Management
FM -307	International Financial Management
FM -308	Corporate Restructuring

## **FM-301: RISK MANAGEMENT**

Course Contents

### **UNIT-I**

Introduction to Risk Management ; The meaning of Risk, Types of Risk, The cost of Risk. Risk Management, Derivatives: Definition ,Classification & Features, Forwards and Futures, Participants in Derivative Markets.

### **UNIT-II**

Hedging through Derivatives, Interest Rate Futures, Index Futures, Currency Futures,. Commodity Futures ,Concept of Insurance.

### **UNIT-III**

Options Concept, Types of Trading Strategies, Option Pricing Models: BS model & Binomial model ,Synthetic Options, Sensitivity of Financial Options Premium, Option Greeks.

### **UNIT-IV**

Swap Concept: Currency Swaps, Interest Rate Swaps, Pricing of Swaps. Weather Derivatives, Values at Risk, Commodity Derivative Market.

### **UNIT-V**

Regulatory Framework of Derivative Markets, Recent Developments in Risk Management, Exotic Options, CDS,CLBO,Risk Management Basics.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **FM-302 : WEALTH MANAGEMENT**

### **Course Contents**

#### **UNIT-I**

Introduction: Financial Planning : Background, Role of Financial Planner, Financial Planning Process, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation.

#### **UNIT-II**

Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR), Financial Planning in India.

Investment Products & Services

Derivatives:-Futures, Options. Mutual Fund. Venture Capital / Private Equity Funds. Hedge Funds, Structured Products, Portfolio Management Services (PMS).

Investment Evaluation Framework

Risk-Return Framework, Risk:-Standard Deviation, Beta.

Risk Adjusted Returns:-Sharpe Ratio, Treynor Ratio, Alpha

#### **UNIT-III**

Investment & Risk Management: Equity

Role of Equity, Active and Passive Exposures, Returns from Passive, Exposure to S&P CNX Nifty, Sector Exposure and Diversification, Fundamental and Technical Analysis, Fundamental Valuation Approaches, Investment and Speculation, Leveraging.

Investment & Risk Management: Debt

Role of Debt, Deposits and Debt Securities, Valuation of Debt securities, Yields and Interest Rate Risk, Interest Rate and Debt Investments, Credit Exposure and Debt Investments, Concentration Risk, Passive Investments in Debt.

Investment & Risk Management: Alternate Assets

Gold:-Role of Gold, Gold Investment Routes, Rupee returns from Gold.

Real Estate:-Role of Real Estate, Real Estate Investment Routes, Real Estate Indices

SSELECTIVVELLY-Invest Classification Scheme for Investment Products

#### **UNIT-IV**

## Risk Profiling & Asset Allocation

Risk Profiling, Why Asset Allocation?, Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation, Asset Allocation Returns in Equity and Debt:- Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation.

Asset Allocation Returns in Equity, Debt and Gold:- Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation

Allocation to Speculation, Diversification in Perspective.

## Risk Management through Insurance:

Risk Assessment, Life Insurance, Health Insurance, General Insurance, Safeguards in Insurance

## **UNIT-V**

### Elements of Taxation:

Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income.

Deductions from Income:- Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG.

Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F, Setting Off & Carry Forward

### Taxation of Investment Products:

Dividend Tax / Tax on Income Distributed by Mutual Fund, Securities Transaction Tax (STT), Capital Gains Taxation, Taxation of Fixed Deposits and Fixed Maturity Plans:- Fixed Deposits, Fixed Maturity Plans (FMP)

Dividend and Growth Options in Mutual Fund schemes, Wealth Tax.

### Estate Planning:

Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust.

Recent trends in wealth management.

## **FM – 303: MERCHANT BANKING SERVICES**

Course Contents

### **UNIT-I**

Merchant Banking: Nature & Scope ,Types of Merchant Bankers ,Regulation of Merchant Banking Activity.

### **UNIT-II**

Project Preparation & Appraisal  
Types of securities, Money Market Instruments  
Design of Capital Structure  
Savings & Primary Markets

### **UNIT-III**

Pre-Issue Management: Types of Issues & Analysis of Prospectus  
Public Issue through Prospectus, Private Placement, Bought Out Deals  
Pricing of Securities, Book Building Methods  
SEBI Guidelines for Public Issues  
Management of Public Issues: Marketing & Underwriting, Allotment/ Refunds, Listing Requirements

### **UNIT-IV**

Buy-Back of Shares  
Mergers, Acquisitions, Amalgamations and Takeovers

### **UNIT-V**

Loan Syndication: Domestic & External  
Advisory Services: Non-Resident Indian Investors, Overseas Corporate Body, Foreign Institutional Investors  
Recent Developments.  
(The list of cases and special references including recent articles will be announced in the class at the time of launching of the course).

## **FM-304 : MUTUAL FUNDS**

### **Course Contents**

#### **UNIT-I**

Mutual Fund : Meaning and definition, Mutual Fund and Financial System.

#### **UNIT-II**

Regulatory framework of Mutual Fund, Advantages of Mutual Fund, Growth of Mutual Fund industry, Procedure of setting up new Mutual Fund, Organisation and management of Mutual Fund.

#### **UNIT-III**

Types of Mutual Fund, Mutual Fund schemes and services and marketing of Mutual Fund schemes.

Systematic Approach to Investing:- Lump-Sum Investment, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP).

#### **UNIT-IV**

Accounting, transparency and disclosures Selection of Mutual Fund scheme, Risks in Mutual Fund, Custodian Services. Recent Developments in Mutual Fund Industry. International Funds .

#### **UNIT-**

Performance Evaluation of Mutual Funds:

Risk-Return Framework, Risk:- Standard Deviation, Beta.

Risk Adjusted Returns:- Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Duration based strategies.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*



## **FM-305 : COMMERCIAL BANK MANAGEMENT**

### **Course Contents**

#### **UNIT-I**

An introduction to the Banking Business, Present structure of Commercial Banking System in India, Management and Organisational Set-up of the commercial Banks in India.

#### **UNIT-II**

Asset Liability Management Techniques and Hedging Interest Rate and Credit Risk ; Determining and Measuring Interest Rate and Controlling a Bank's Interest - Sensitive Gap, The Concept of Duration and Managing a Bank's duration Gap.

#### **UNIT-III**

Managing the Bank's Investment Portfolio and Liquidity Position ; The Investment function in Banking, Liquidity and Reserve Management Strategies, Managing Bank Sources of Funds ; Management of Capital Funds, Management of Deposits Management of Primary and secondary reserves.

#### **UNIT-IV**

Management of Loans ; Working Capital Financing, Consumer and Housing loans, Equipment Financing, Priority Sector Lending, Export Financing.

#### **UNIT-V**

Non Fund Based Services ; Letter of Guarantee, Depository Services, Portfolio Management, Bank Assurance, Mutual Fund Marketing, Other Allied Services, E-Banking, Network Banking, BIS in Banking, Recent Developments in Indian Banking Industry.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **FM-306 : INSURANCE MANAGEMENT**

### **Course Contents**

#### **UNIT-I**

Insurance : Introduction of Insurance, Mathematical Basis of Insurance, Nature of Insurance Business, Classification of Insurance, Principles of Contract of Insurance, Insurance Documents, IRDA.

#### **UNIT-II**

Life Insurance Classification of Life Insurance Policies, Assignment of Life Insurance, Practical Aspects of Life Insurance.

#### **UNIT-III**

General Insurance; Non Life Insurance Fire Insurance, Automobile Insurance, Marine Insurance, Property Insurance, Health Insurance, Agriculture Insurance, Cattle Insurance, Social Insurance, Travel Insurance Miscellaneous Insurance.

#### **UNIT-IV**

Functions and Organisations of Insurers, Product Design and Development, Underwriting Claims Insurance, Insurance Pricing,

#### **UNIT-V**

Insurance Intermediaries, Reinsurance, Informatin Technology in Insurance Emerging Issues in Insurance Sector.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **FM-307: INTERNATIONAL FINANCIAL MANAGEMENT**

### **Course Contents**

**Unit I:** International Finance: Overview Globalization and the Multinational Firm; International Monetary System, Balance of Payments, The Market for Foreign Exchange.

**Unit II:** Foreign Exchange Arithmetic: Forward Exchange contracts, Forward Exchange Rates based on cross rates, Inter bank deals, Execution of forward contract, Cancellation/Extension of forward contract, Currency Swaps, International Parity Relationship and Forecasting Foreign Exchange Rate.

**Unit III:** International Financial Markets & Cash Mgt.: International Banking and Money Market, International Bond Market, LIBOR, International Equity Markets, ADR, GDR, EURO, Multinational Cash Management.

**Unit IV:** International Portfolio Management with Exposure Management: International Portfolio Investments, Foreign Direct Investment and Cross-Border Acquisitions, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure, Foreign Trade Contracts & Procedures.

**Unit V:** International Commercial Terms: Incoterms, Letters of Credit - Meaning and Mechanism, Types of Letters of Credit, Operation of a Letters of Credit, Export-Import Bank of India, Export Credit Insurance.

*The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.*

## **FM-308 : CORPORATE RESTRUCTURING**

### **Course Contents**

## **UNIT-I**

Introduction: Meaning of corporate restructuring, need, scope and modes of restructuring, historical background, global scenario, national scenario.

Strategies: Planning, formulation and execution of various corporate restructuring strategies - mergers, acquisitions, takeovers, disinvestments and strategic alliances, demergers and hiving off.

Corporate Demergers and Reverse Mergers: Concept of demerger; modes of demerger - by agreement, under scheme of arrangement; demerger and voluntary winding up; legal and procedural aspects; tax aspects and reliefs; reverse mergers – procedural aspects and tax implications.

## **UNIT-II**

Mergers and Amalgamations: Meaning and concept; legal, procedural, economic, accounting, taxation and financial aspects of mergers and amalgamations including stamp duty and allied matters; interest of small investors; merger aspects under competition law; jurisdiction of courts; filing of various forms; Amalgamation of banking companies and procedure related to Government companies; Cross border mergers.

Takeovers: Meaning and concept; types of takeovers; legal aspects - SEBI takeover regulations; procedural, economic, financial, accounting and taxation aspects; stamp duty and allied matters; payment of consideration; bail out takeovers and takeover of sick units; takeover defences; cross border takeovers.

## **UNIT-III**

Funding of Mergers and Takeovers: Financial alternatives; merits and demerits; funding through various types of financial instruments including equity and preference shares, options and securities with differential rights, swaps, stock options; ECBs, funding through financial institutions and banks; rehabilitation finance; management buyouts/leveraged buyouts.

## **UNIT-IV**

Valuation of Shares and Business: Introduction; need and purpose; factors influencing valuation; methods of valuation of shares; corporate and business valuation. Financial Restructuring: Reduction of capital; reorganisation of share capital *Buy-back of shares*– concept and necessity; procedure for buy-back of shares by listed and unlisted companies.

## **UNIT-V**

Post Merger Re-organisation: Factors in post merger reorganization: integration of businesses and operations, financial accounting, taxation, post merger valuation, human and cultural aspects; assessing accomplishment of post merger objectives; measuring post merger efficiency.

### **FM-401 : MAJOR RESEARCH PROJECT**

The objective of this course is to prepare the students to conduct a study of an Industry/organization or project utilizing the tools and techniques learned in the first three semesters of the programme.

The focus of the study could be an in depth analysis of an industry and within the industry study of an organization as a case study. The emphasis is on macro and micro level study of issues/problems. Alternatively, if an organization has a problem, its diagnosis and solution in the form of an analytical analysis or model building could be considered which can be implemented.

The comprehensive project study could also be carried out as a comparative analysis of the same industry in different countries, if feasible.

The project should have substantial primary/secondary data. The student is expected to conduct a detailed survey of literature and/or analysis of the secondary/ primary data. In case of a status report of an industry, it is expected that the student collects data regarding all aspects related to a particular industry, analyse the data and present the findings.

Prior to conduct of the study, a student is required to prepare a short research proposal of the study and it is also expected that the study would lead to recommendations and implementable plans of action.

#### **Types of Projects:**

1. Comprehensive case study of Industry or segment
2. Organizational study aimed at inter-organizational comparison/validation of theory/survey of management practices with reference to particular industry.
3. Field study (empirical study) with respect to any research issue.
4. Feasibility Study as Comprehensive Project.

## **EXPECTED FORMAT FOR PREPARATION OF THE PROPOSAL**

- Introduction and Statement of the Problem
- Short Literature Survey
- Research Design and Hypothesis, if any
- Research Methodology
- Data Sources
- Time Budget
- Tentative Chapter Plan
- Expected Contribution of the study
- Beneficiaries
- A short write up on the researcher
- Bibliography/Appendices, if any

## **REPORT FRAMEWORK**

- Initial pages
- Executive summary
- Introduction/statement of problem
- Detailed survey of literature
- Need – objective of the study
- Methodology/Focus/Scope/Limitations • Text of the study including analysis
- Conclusions and Recommendations including plan of action
- Bibliography
- Appendices

## **FORMAT OF PRESENTATION**

1. The student is expected to follow the required style for presentation of the report including Tables, References, Bibliography and Appendices.
2. Literature Survey should be related to the problem of study. Review of the studies in

the area and critical examination of them including conclusions of the student should form part of the literature survey.

3. Acknowledgement of all sources of information through footnoting and bibliography is an essential requirement of the study.

### **CONDUCT OF THE PROJECT**

1. The comprehensive study should be done by a students.
2. A faculty member should be assigned to each group. The faculty member should ensure that there is proper analysis of data with some amount of originality. Cut and paste of data/analysis/material should not be allowed.
3. Ideally the comprehensive study should start from the third semester and the deadlines for different activities such as identification of topics, presentation of proposal, data collection, etc., can be specified by the respective institution so as to discourage last minute compilation and collation of data/materials.
  4. Two copies of the report (one print + one digital) should be submitted by the student(s) to the institute. The institute has to submit combined CD of all the projects to the university.





