

**Department of Studies and Research in Business Administration**

**MBA (FINANCE) – SYLLABUS**

**Choice Based Credit System (CBCS) and Outcome Based Education Pattern as per  
UGC, AICTE and NEP 3030 Guidelines**

**Preamble:**

MBA (Finance) Curriculum 3023-3024 builds on the implementation of the Outcome Based Education alongwith the Choice Based Credit System (CBCS) and Grading System as per AICTE Guidelines. The MBA Finance program is a two year postgraduate course designed for students who aspire to establish a career in financial management.

**MBA Finance Programme Focus:**

The MBA(Finance) is a 2 year postgraduate program structured into four semesters. It encompasses studies related to the management and assessment of financial resources, including collection, investment, and allocation. The MBA(Finance) program opens up a wide array of opportunities in the finance sector. Upon completion of this course, graduates can pursue careers in various fields, including insurance Management, international finance, taxation planning, and investment banking.

The MBA (Finance) is a fulltime Regular Program offered under self-financing .The duration of the program is Two Academic Years consisting of Four Semesters. Eligibility to enroll in the program is any bachelor degree from a UGC approved recognized University. The numbers of courses for the MBA (Finance) program are the combination of core courses, specialized courses, projects and skills based Ability enhancement & Internship. After completion of first year and before commencing second academic year, all students have to undergo a compulsory 6 weeks Internship with Industry suitable for the program.

**1.1 Programme Educational Objectives (PEOs):**

- To provide students with an educational base by developing their understanding of critical concepts, Techniques & technologies those are relevant to achieving organizational objectives.
- To make them capable of integrating knowledge and skills, to smoothen the processes across various business functions.
- Students will be able to demonstrate their ability to adapt to a rapidly changing environment financial sector and use these abilities to formulate strategies for future growth.
- Students will learn to assess & evaluate business issues and practices from a local and Global Perspective.

**2.2 Programme Outcomes (POs):** At the end of the MBA (Finance) programme the learner will possess the,

- **Generic and Domain Knowledge**, Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of Management and allied domains to real world complex business issues.
- **Problem Solving and Innovation**, Ability to Identify formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
- **Critical Thinking**, Ability to conduct investigation of multidimensional business problems using research, based knowledge and research methods to arrive at data driven Decisions.
- **Effective Communication**, Ability to effectively communicate in cross cultural settings in technology mediated environments, especially in the business context and with society at large.

- **Leadership and Team Work**, Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- **Global Orientation and Cross Cultural Appreciation**, Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and Management.
- **Entrepreneurship**, Ability to identify entrepreneurial Oporto Module i.e. and leverage managerial and leadership skills for founding, leading and managing startups as well as professionalizing and growing family businesses.
- **Environment and Sustainability**, Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial Decisions and business priorities on the societal, economic and environmental aspects.
- **Social Responsiveness and Ethics**, Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial Social Responsiveness and Ethics, choices in a political, cross cultural, globalized, digitized, socioeconomic environment and distinguish between ethical and unethical behaviors and act with integrity.
- **Life Long Learning** – Ability to operate independently in new environment acquires new knowledge and skills and assimilates them into the internalized knowledge and skills.

#### **Program Specific Objectives (PSO):**

PSO1: Will be able to know organization process, structure, methods and functions

PSO2: Will be able to plan, organize, implement and control in respective managerial positions  
PSO3: Create an internal environment to engage positively with the external environment

#### **Course Types**

**Core courses**, Core courses are the compulsory courses for all the students. Core courses are of two types, Generic Core course Finance (GCCF) and Discipline Core Course Finance (DCCF).

**Generic Elective Course**: A elective course which is common across disciplines/ subjects. Generic Elective courses develop generic proficiencies amongst the students. These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building.

**Elective Course**: Elective course is a course which can be chosen from a list of courses electives are classified to Skill Enhancement Courses and Ability Enhancement Courses.

**Massive Open Online Courses (MOOCs)**: Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (3018) or equivalent, following the four quadrant approach and made available on the SWAYAM platform of Government of India.

#### **Summer Internship Project**

At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a minimum of 6 weeks. SIP shall have 4 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the chairperson/ coordinator/ principal before commencing the SIP. The student may take up a SIP in finance or in any other functional area of Management. Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report to the Department. Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall

professionalism. The SIP shall be evaluated for 100 marks i.e 70 marks for SIP report evaluation and 30 marks for viva voce examination conducted by external examiner. The viva voce shall be conducted after the theory exam of third Semester. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report. The SIP report must reflect 6 weeks of work and justify the same. The SIP report should be well documented and supported by

- Institute's Certificate
- Certificate by the Company
- Formal feedback from the company guide
- Executive Summary
- Organization profile
- Outline of the problem/task undertaken
- Research methodology and data analysis (in case of research projects only)
- Relevant activity charts, tables, graphs, diagrams,
- Learning of the student through the project
- Contribution to the host organization
- References in appropriate referencing styles. (APA, MLA, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide and approved by the Chairperson/ Coordinator / Director of the Institute. The students shall submit two hard copies and one soft copy (CD) of the SIP report to the department.

### **3.1 Dissertation/ Project Work:**

Student in the fourth semester must take a discipline specific research project in the area of finance and need to understand emerging trends in the market, practical exposure and finding solutions to the business problem through proper research process. After successful completion of the project a student must submit the report to the department and have to undergo a Viva Voce before the panel of subject experts to acquire the degree in Management. The project shall be evaluated for 100 marks i.e., 70 marks for project report evaluation by internal and external examiners and 30 marks for viva voce examination assessed by external examiners. There shall be an external Viva voce for the project for 30 marks. The external viva voce shall be conducted after the theory exam of fourth Semester.

### **4. Teaching pedagogy:**

Students will be taught through the combination of lecture, readings, case study, group discussions, role playing, Management games, audio video lectures, with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

- Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.
- Each course content shall have a indicative case studies which can be dealt in the class by the course instructor.
- One industrial visit every year i.e between two semester or end of semester is mandatory.
- The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Students and course instructor/s to involve either individually or in groups to interact together to enhance the learning and application skills.

### **Medium of Instruction:**

**The medium of Instruction and Evaluation shall be English only.**

#### **4.1 Workshops and special lecture:**

The Department shall organize special lectures, workshops, Seminars, Academia Lecture series by inviting domain experts and Industry Leaders. The Department shall also organize workshops on Resume writing, Mock Interviews and career development/ motivational lectures/ classes, to improve the personality of students to improve their competitiveness and confidence level of students to face employment interviews.

#### **4.2. Credits:**

Every one-hour session per week of Lecture amounts to 1 credit per semester A minimum of TWO hours per week of T amounts to 1 credit per semester. A minimum of TWO hours per week of Practical/Project work guidance amounts to 1 credit per Semester

#### **4.3 Comprehensive Internal Evaluation (CIE):**

- ❖ The course teacher shall prepare the scheme of Comprehensive Internal Evaluation before commencement of the term.
- ❖ The chairperson of the department shall approve the scheme of Internal Evaluation with or without modifications.
- ❖ For a 4 Credit Course there shall be a MINIMUM of TWO internal evaluations. The final scores shall be converted to 30 using an average of two formulas.
- ❖ For 2 Credit Course there shall be a MINIMUM of ONE CIE items. The final scores shall be converted to 15 marks
- ❖ CIE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher.

**Comprehensive Internal Evaluation Methods:** Course teachers shall opt for a Combination of one of more CIE methods listed below:

- Class Test
- In-depth Viva Voce
- Case Study
- Situation Analysis
- Presentations
- Field Visit / Study tour and report of the same
- Small Group Project and Internal Viva Voce
- Model Development
- Role Play
- Book Review
- Drafting a Policy Brief
- Drafting an Executive Summary
- Literature Review
- Publishing a Research Paper

#### **End Semester Evaluation (ESE):**

- ❖ The End Semester Evaluation (Summative Evaluation) for the Generic Core Course (GCCF), Subject Core Course/ Discipline specific Course (SEC)/ (DCCF) and the Generic Elective (GEC) course shall be conducted by Tumkur University, Tumkur.
- ❖ The end semester Evaluation for Skill Enhancement course (SEC) and Ability Enhancement course (AEC) shall be conducted by Tumkur University, Tumkur.

#### **Credit Transfer for MOOCs:**

Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through SWAYAM and NPTEL. Not more than 30% of the total credits (22 Credits) shall be earned through the MOOCs. Not more than 30% of the credits per semester (8 credits) per semester shall be earned through the MOOCs.

#### Extramural activities:

Extra mural activity is an extension activity where the Students have to take up one extra Mural activity individually / forming a group 3 or more number of students and conduct a societal problems study/ awareness programmes/

educational programmes etc and submit a detailed report with the details of the activity under taken the report should be supported with photographs, documents etc. at the end of each semester to the chairman/ coordinator of the department. Students shall be awarded grades (A/B), and these grades are mandatory and shall be incorporated in the marks card.

**Note:** The Course instructor has to compulsorily discuss minimum two case studies under GCCF,DCCF & OEC papers.

#### Structure of MBA (Finance) Programme

Sl. No	Course	No of papers	Credit per course			Total credits
			Theory	Practical	Internship fieldwork	
1.	Generic Core Course Finance (GCCF)	12	04	0	0	48
2.	Discipline Core Course Finance (DCCF)	11	04	0	0	44
3.	Generic Elective Course (GEC)	02	04	0	0	08
4.	Skill Enhancement Course (SEC)	02	02	02	0	06
5.	Ability Enhancement Course (AEC 1.9 and 2.9) I and II Semester	02	02	02	0	06
6.	Open Elective Course (OEC)	01	04	0	0	04
7.	Internship/project(AEC 3.9 and 4.9)II and IV Semester	”	”	”	02	02
	<b>Total</b>	<b>30</b>	<b>30</b>	<b>04</b>	<b>02</b>	<b>130</b>

#### Proposed Choice Based Credit System

Semester	Generic corecourse Finance	Generic elective course	Skill enhancement course	Ability enhancement course	Discipline Core Course Finance	Open elective	Credit
I	6*4=24	1*4=04	1*2=02	1*2=02	”””””	””””	32
II	6*4=24	1*4=04	1*2=02	1*2=02	”””””	””””	32
III	”””””””	”””””	1*4=04 SIP/	”””””	5*4=30	1*4=04	28
IV	”””””””	”””””	1*4=04 PROJECT	”””””	6*4=24	””””	28
<b>Total</b>	<b>48</b>	<b>08</b>	<b>12</b>	<b>04</b>	<b>44</b>	<b>04</b>	<b>130</b>

## Course Structure

Scheme of Teaching and Examination MBA (FINANCE) SYLLABUS Choice Based Credit System (CBCS) and Outcome Based Education (OBE)								
I Semester								
Sl.No	Course Code	Course Title	Teaching Hours		Examination			
			Theory	Practical	CIE Marks	ESE Marks	Total Marks	Credits
1.	GCCF 1.1	Management Principles and Applications	04	0	30	70	100	4
2.	GCCF 1.2	Economics for Business	04	0	30	70	100	4
3.	GCCF 1.3	Analytics for Business	04	0	30	70	100	4
4.	GCCF 1.4	Business Environment and Law	04	0	30	70	100	4
5.	GCCF 1.5	Financial Accounting	04	0	30	70	100	4
6.	GCCF 1.6	Banking and Insurance	04	0	30	70	100	4
7.	GEC 1.7	Generic Elective Course	04	0	30	70	100	4
8.	SEC 1.8	Skill Enhancement Course	02	02	15	35	50	2
9.	AEC 1.9	Organization Analysis	02	02	15	35	50	2
		<b>Total</b>	<b>32</b>	<b>04</b>	<b>240</b>	<b>560</b>	<b>800</b>	<b>32</b>

Sl.No	Generic Elective course (GEC)	Skill Enhancement course (SEC)
1.	Corporate Communication	Computer Application
2.	Digital Business	Written and Verbal Communication
3.	Personal Financial Planning	Life Skills

**Skill Enhancement Course (SEC)**, is a compulsory course where a candidate has to select one paper from the list of SEC course. A SEC is a 2 credit course (Theory 1 hour and 02 Hours of practical/ theory 2 hours depending on the course opted by the students). A student shall be evaluated for 50 marks out of which 15 marks shall be awarded for internal assessment, and a written examination shall be conducted for 35 Marks with duration of 90 minutes.

**Internal evaluation for Skill Enhancement Course** – for the internal evaluation for SEC the course instructor shall evaluate the students through practical lab, who have opted for computer application, for life skill paper internal evaluation shall be situational analysis/ case analysis focusing on problem solving and Decision making and for written and verbal communication internal evaluation shall be roleplaying, theme speech/ presentations.

**Ability Enhancement course (AEC)**, are compulsory 2 credit course where a student shall be evaluated for 50 Marks (15 marks for In-depth viva and 35 marks for organization analysis report). A candidate has to select an organization and make an in depth analysis of the organization and prepare a detailed report and submit to the Chairperson/ Coordinator/Director/principal before the commencement of semester examination and the report shall be forwarded to the University for Evaluation. The report shall be evaluated for 35 marks by internal and external examiner and in-depth viva for 15 marks shall be conducted to assess the work done by the candidate and the knowledge he/she has gained on the organizational study/ Industry Analysis.

II Semester								
Sl.No	Course Code	Course Title	Teaching Hrs. /week		Examination			
			Theory	Practical	CIE	ESE	Total	Credit
1.	GCCF 2.1	Financial Management	04	0	30	70	100	4
2.	GCCF 2.2	Security Markets and Operations	04	0	30	70	100	4
3.	GCCF 2.3	Research Methods	04	0	30	70	100	4
4.	GCCF 2.4	Operations Management	04	0	30	70	100	4
5.	GCCF 2.5	Management Science	04	0	30	70	100	4
6.	GCCF 2.6	Working Capital Management	04	0	30	70	100	4
7.	GEC 2.7	<b>Generic Elective Course</b>	04	0	30	70	100	4
8.	SEC 2.8	<b>Skill Enhancement course</b>	02	02	15	35	50	2
9.	AEC 2.9	<b>Industry Analysis</b>	02	02	15	35	50	2
		<b>Total</b>	<b>32</b>	<b>04</b>	<b>240</b>	<b>560</b>	<b>800</b>	<b>32</b>

SL.No	Generic Elective course	Skill Enhancement course
1.	Digital Entrepreneurship	Entrepreneurship Lab
2.	Industry 4.0	Employability Skills
3.	Managing Innovations	Excel and SPSS

III Semester								
SL.no	Course Code	Course Title	Teaching Hrs. /week		Examination			
			Theory	Practical	CIE Marks	ESE marks	Total Marks	Credit
1.	DCCF 3.1	Strategic Financial Management	04	0	30	70	100	4
2.	DCCF 3.2	Cost and Management Accounting	04	0	30	70	100	4
3.	DCCF 3.3	Goods and Services Tax	04	0	30	70	100	4
4.	DCCF 3.4	Indian Financial Systems	04	0	30	70	100	4
5.	DCCF 3.5	Behavioral Finance	04	0	30	70	100	4
6.	OEP 3.6	Open Elective course	04	0	30	70	100	4
7.	AEC 3.7	Summer Internship Project/ Academic Project	0	0	30	70	100	4
		<b>Total</b>	<b>24</b>	<b>0</b>	<b>210</b>	<b>490</b>	<b>700</b>	<b>28</b>

#### Open Elective –Third Semester

1. Soft Skills Values and Ethics
2. Business Planning and Development

IV Semester								
SL.no	Course Code	Course Title	Teaching Hrs. /week		Examination			
			Theory	Practical	CIE Marks	ESE marks	Total Marks	Credit
1.	DCCF 4.1	International Business and Finance	04	0	30	70	100	4
2.	DCCF 4.2	Corporate Taxation	04	0	30	70	100	4
3.	DCCF 4.3	Investment and Portfolio Management	04	0	30	70	100	4
4.	DCCF 4.4	FinTech and Innovations	04	0	30	70	100	4
5.	DCCF 4.5	Corporate Restructuring	04	0	30	70	100	4
6.	DCCF 4.6	Wealth and Forex Management	04	0	30	70	100	4
7.		Project			30	70	100	4
		<b>Total</b>	<b>24</b>	<b>0</b>	<b>210</b>	<b>490</b>	<b>700</b>	<b>28</b>

#### FIRST SEMESTER

Scheme of Teaching and Examination MASTER OF BUSINESS ADMINISTRATION Choice Based Credit System (CBCS) and Outcome Based Education (OBE)		
I Semester		
Sl. no	Course Code	Course Title
1.	GCCF 1.1	Management Principles and Applications
2.	GCCF 1.2	Economics for Business
3.	GCCF 1.3	Analytics for Business
4.	GCCF 1.4	Business Environment and Law
5.	GCCF 1.5	Financial Accounting
6.	GCCF 1.6	Banking and Insurance
7.	GEC 1.7	Generic Elective Course
8.	SEC 1.8	Skill Enhancement Course
9.	AEC 1.9	Organization Analysis

SL.No	Generic Elective Course (GEC 1.7)	Skill Enhancement Course (SEC1.8)	Ability Enhancement Course (AEC 1.9)
1.	Corporate Communication	Computer Application	Organization Analysis
2.	Digital Business	Life Skills	
3.	Personal Financial Planning	Written and Verbal communication	



COURSE WISE DETAILED SYLLABUS		
	SEMESTER I	
Course Code	Course Title	Semester
GCCF 1.1	<i>MANAGEMENT PRINCIPLES AND APPLICATIONS</i>	I
Module	Course Content	Hours
Module I	<b>Introduction to Management:</b> Definition of Management, Functions of Management Difference between Management and Administration, Evolution of Management Thought approaches of Management. <b>Planning &amp; Decision Making:</b> Nature and Purpose of Planning, Planning process Types of Planning, Steps of Planning, Decision making Types, steps of Decision making.	15
Module II	<b>Organizing:</b> Nature and Purpose, Formal and Informal Organization, Organization structure, Type of organization. <b>Directing:</b> Motivation, theories of Motivation, Maslow, Herzberg, Mc. Gregor, Mc. Cleland Vroom, Leadership, Types, theories, Communication and process of Communication, Barrier in Communication, Effective communication. <b>Controlling:</b> Elements of Managerial Control Systems, Control Techniques, Types of Control, Coordination: Concept, Importance principles and techniques of coordination	15
Module III	<b>HRM:</b> Introduction, Investment in HR: Recruitment and Training Cost, Promotion, Transfers, Retirement and separation, HR Accounting and Auditing. Importance of HRIS <b>Compensation Management:</b> Concepts, Classifications: Incentives and Fringe benefits, Determining Compensation, Wage and Salary Fixation, Rewards and Recognition, Development of Base pay system, pay grades, salary matrix, Employee Benefit Schemes.	15
Module IV	<b>Strategic Management:</b> Concept of Strategy, Strategic Management Process, Formulation, Vision & Mission, McKinsey 7S Framework, External Environmental Analysis, Macro Environment and Industry Analysis, Porter's Five Forces Analysis, Internal Analysis - SWOT Analysis, Value Chain Analysis, Blue Ocean & Red Ocean Strategy, Recent Developments in Strategic Management	15

#### Suggested Text Books

1.	Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 3006.
2.	Heinz Wehrich, Harold Koontz: Management A Global Perspective, 15/e, Tata McGraw Hill, 3007.
3.	Prem Vrat, K K Ahuja, P K Jain, Case Studies in Management, Vikas Publishing House Pvt.Ltd., 3006.
4.	Robbins: Management 7/e Pearson Education, 3006.

Course Code	Course Title	Semester
GCCF 1.2	<i><b>ECONOMICS FOR BUSINESS</b></i>	I
Module	Course Content	Instruction Hours
Module I	Introduction to Managerial Economics, Nature and Scope Fundamental Concept Incremental reasoning, Time Perspective Discounting Principle, Oporto Module y Cost Principle, Equi-Marginal Principle, Concept and Measurement of National Income, Inflation, Philips Curve, stagflation, Theory of employment	15
Module II	Demand Analysis and Forecasting, Concepts of Demand, Supply, Determinants of Demand and Supply, Law of Demand, Elasticity of Demand (case study of Zomato, AMAZON Flip kart etc) and Supply, Methods of demand Forecasting for established and new products. Business cycles, Policies to counter Business Cycles.	12
Module III	Cost and Production Analysis, Cost, Concept and types, Cost Output Relationships Cost Estimation, Reduction and Control Economies and Diseconomies of Scale, Law of Variable Proportions, Isoquants, Cobb, Douglas and CES Production function, Return to Scale.	14
Module IV	Theory of Pricing, Theory of Firm, Price determination under Perfect Competition Monopoly, Oligopoly and Monopolistic Competitions, Methods of Pricing.	12

#### Suggested Text Books

1.	Joel Dean, Managerial Economics, Prentice Hall .
2.	Mote Paul, Gupta (1977) Managerial Economics, TMH.
3.	H.Craig Peterson, W.Cris Lewis, (1994 )Managerial Economics, PHI
4.	Gupta G.S. (1988) Managerial Economics, TMH
5.	P.L. Mehta (, 3001), Managerial Economics, PHI

Course Code	Course Title	Semester
GCCF 1.3	<b><i>ANALYTICS FOR BUSINESS</i></b>	I
Module	Course Content	Hours
Module I	<b>Introduction to Statistics:</b> Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean Median, Mode, Quartiles Measure of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation Variance Coefficient of Variation, Skewness and Kurtosis	15
Module II	<b>Index Numbers:</b> Meaning, Types of index numbers, uses of index numbers. Test: Time reversal, factor reversal. <b>Decision theory:</b> Decision under certainty, Construction of Decision tree.	12
Module III	<b>Correlation Analysis,</b> Positive and Negative Correlation, Karl Pearson' Coefficient of Correlation, Spearman's Rank Correlation. <b>Regression Analysis,</b> Concept, Least Square fit of a Linear Regression, Two line of Regression, and properties of Regression Coefficients	12
Module IV	<b>Time Series Analysis,</b> Components, Models of Time Series– Additive Multiplicative and Mixed models, Trend analysis Free hand curve, Semi averages Moving averages, Least Square method.	14

#### Suggested text book

1	U Dinesh Kumar ( 3017), Business Analytics, A Science of Data Driven Decision Making ,Wiley India Pvt. Ltd
2	Levin R.I., Rubin S. David (3000) Statistics for Management, 7th Ed, Pearson
3	Gupta S.P, Statistical Methods (1996), Sultan Chand and Sons.
4	Keller (3009), G, Statistics for Management, 1st Ed, Ceng age Learning
5	J. K Sharma, (3015) Business Statistics, 2nd Ed. Pearson.

Course Code	Course Title	Semester
GCCF 1.4	<b><i>BUSINESS ENVIRONMENT AND LAW</i></b>	I
Module	Course Content	Hours
Module I	<b>Business Environment</b> : Significance and Nature of Business Environment, factors affecting Business Environment, Environmental Factors- Recent Political Environment- Recent Economic and Financial Environment. <b>Concept of GDP</b> : national income, per capital income, national income accounting, estimation, trends, methods (income- product and expenditure) and difficulties of measurement in India- circulation/ flow of income- business cycle and business forecasting. Demonetization.	15
Module II	New Economic Policy- Globalization- EXIM policy and role of EXIM bank- FDI policy-Multinational Corporation (MNCs) and Transnational Corporations (TNCs)- Global. Competitiveness- technology and competitive advantage- technology transfer -importance and types,	12
Module III	<b>Financial Environment of Business</b> , Monetary Policy, Fiscal Policy, Capital Market Money Market, Stock Exchange – An overview, Modes of Money inflow in an economy. <b>Business Regulations and Environment Laws</b> , Consumer Protection Act 1986, Competition Act 3002, Intellectual Property Rights, Environmental Law, Water, Air Pollution, Green Tribunal in Protecting Environment.	14
Module IV	<b>Legal Environment of Business</b> , Indian Company Law 3015, Competition policy and law Patents and Trademarks, Industrial Policy, An overview, Labor Laws and Social Security Business Ethics, Environmental Law, IT ACT 3000. <b>Salient Provision of Negotiable Instruments Act 1881</b> , Salient provisions o Indian Copyright Act 1956 (as amended in 3015). Salient features of Cyber Law in India – Information Technology Act – 3000	12

#### Suggested Text Books

1.	Business Environment, Text and Cases – Justin Paul, TMH 3.
2.	Essentials of Business Environment, K. Aswathappa, HPH
3.	Business Environment in a Global Context, Andrew Harison, Oxford
4.	MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, PublishingHouse,
5.	Ravinder Kumar, Legal Aspects of Business, engage Learning, 4e, 3016.
6.	Akhileshwar ` , Legal Aspects of Business, Tata Mc Graw Hill, 7e, 3019

Course Code	Course Title	Semester
GCCF 1.5	<b><i>FINANCIAL ACCOUNTING</i></b>	I
Module	Course Content	Hours
Module I	<b>Introduction to Accounting:</b> Book keeping, Accounting, and Accountancy, Accounting as source of information, objectives of Accounting, role of Accounting, basic terms in Accounting	15
Module II	<b>Theory Base of Accounting:</b> GAAP, important accounting concepts, Accounting conventions, system of Accounting, Accounting standards, kinds of Accounting, rules of debit and credit English and American system, journal and ledger (Problems)	15
Module III	<b>Recording of Business Transaction:</b> Meaning of Subsidiary books, types, cash book, petty cash book trail balance, bank reconciliation statement, depreciation, methods of depreciation (Problems)	12
Module IV	<b>Final Accounts:</b> Analysis of financial statements with adjustments, trading account, profit and loss, balance sheet, future trends in business accounting Comparative and Common Size Analysis, (Vertical and Horizontal Analysis),(Problems)	14

#### Suggested books

1.	Bhattacharya, K Ashish. Corporate Financial Reporting and analysis. PHI learning, Delhi.
2.	Gupta, Ambrish, Financial Perspective, Accounting for Management, Analytical Pearson Education, Delhi.
3.	Lal, Jawahar and Sucheta, Gauba, Financial Reporting and Analysis. Himalaya Publishing House, Mumbai.
4.	Charles H. Gibson, Financial Reporting and Analysis (Using Financial Accounting Information), Cengage Learning.

Course Code	Course Title	Semester
GCCF 1.6	<b><i>BANKING AND INSURANCE</i></b>	<b>I</b>
Module	Course Content	Hours
Module I	Indian Banking System Banking basics – structure of Indian Banking System – types of banks role and functions of bank – role of commercial banks as a financial intermediary – rbi and its role as the central bank – core banking, innovations and diversification in banking	15
Module II	Banking Products And Services: Products/Services offered by banks; Credit Management- credit monitoring – NPA management — Ancillary Services; Remittances, safe Deposit lockers, Payment and Collection of Cheque – duties and responsibilities of paying and collecting banker Banking Regulation Act, 1949 - KYC and AML guidelines, Banking Fraud, Cash Reserve Ratio (CRR) and Statutory Liquidity Ratio (SLR), Asset Liability Management - Capital Adequacy in Banks - Basel norms - CAMELS rating of Banks	12
Module III	Insurance Need for Insurance – Nature and Working of Insurance – Types of Insurance – Importance – Role of Insurance – Fundamental Principles of Insurance – Policy – Differentiation Insurance and Guarantee – Insurance and Wager – Disclosure – Moral Hazard	12
Module IV	Insurance Regulations, Insurance Act – Insurance Regulatory and Development Act, Powers and Functions of IRDA, Regulations and Guidelines issued by IRDA, emerging trends in insurance	14
<b>Suggested Text Books</b>		
1.	Principles of practice of Banking-Avinash Kumar Mandilwar	
2.	Indian Banking R Parameshwara and S Natarajan	
3	Principles And Systems Of Insurance. Popli, G. S., Gupta. Sharad.	
4.	Fundamentals Of Life Insurance Theory... Mishra, Kaninika.	

Course Code	Course Title	Semester
GEC1.7.1	<b><i>CORPORATE COMMUNICATION</i></b>	I
Module	Course Content	Hours
Module, I	<b>Communication</b> , Importance and types of communication, , Channels Communication Oral Communication inter personal communication, interview Group discussions conversational skill, public speaking, nature, structure and styles o speeches, public meeting, board meeting, business presentations. Video Conferencing role of IT and computers in oral presentations, Cyber Security and Cyber Information	15
Module II	<b>Written communication</b> , Formats for business letters and memos, routine typesales promotion, bill collection, disciplinary action; persuasive messages negative messages; job applications. Preparing a professional resume and cover letter follow up messages and letters. Internal communication through memos minutes, notices circulars. Writing effective Business Reports; Digital Communication, Power Point preparation.	12
Module III	<b>Recruitment and Employment Correspondence</b> ; Drafting the Employment Notice, Job Analysis, Job Application Letter; Curriculum Vitae/ Resumes, <b>Interview</b> : An offer of employment, Job Description, Letter of Acceptance Letter of Resignation and Promotion, Testimonials and References.	12
Module IV	<b>Business and Social Etiquette</b> ; Body language, gesture and posture eye contact, handling hand movements, gait, Voice and tone, Meeting and Boardroom Protocol Professional conduct in a business setting workplace hierarchy, the proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image, appropriate business attire, cell phone etiquette, Telephone Etiquette Table etiquette, time Management, effective business presentation Planning, Structure and Delivery, Slide design and Transition.	14
<b>Suggested Text Books</b>		
1.	Business Communication Today, Bovee C L et. al., Pearson Education	
2.	Business Communication, P.D. Chaturvedi, Pearson Education	
3.	Business Communication, T N Chhabra, Bhanu Ranjan, Sun India	
4.	Verbal and Non, Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi	
5.	Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi	

Course Code	Course Title	Semester
GEC 1.7.2	<b><i>DIGITAL BUSINESS</i></b>	I
Module	Course Content	Hours
Module I	<b>Digital Revolution and Society:</b> Digital and Social Worlds, Digital Economy Digital Enterprise, Defining Electronic Commerce, Emerging E Commerce Platforms, Applications and benefits of M Commerce, social media for Social Networking,	15
Module II	<b>Introduction to Digital Business,</b> Background and current status, E, market places structures, m e c h a n i s m s , economics and impacts Difference between physical economy and digital economy, Drivers of digital business, Big Data and Analytics, Mobile, Cloud Computing, social media, BYOD, and Internet of Things (digitally intelligent machines/services) Opportunities and Challenges in Digital Business	14
Module, III	<b>Digital Business Applications,</b> Electronic Retailing, B2C Electronic Retailing Characteristics, Advantages, Limitations, e-Tailing Business Models, Fin tech, E Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, e-Learning, e-Training, and e- Books, Online Travel and Tourism Services, e-Employment, Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting, E, Health, Entertainment, Media and Gaming	12
Module IV	<b>Managing Digital Business:</b> Managing Knowledge, Management skills for e-business, Managing Risks in e-Business Security Threats to e-Business Security, Overview ,Electronic Commerce threats, Cryptography, Public Key an Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks, HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications	12

#### Suggested Text Books

1.	Digital Business and E commerce Management, 6th Ed, Dave Chaffey, Pearson, August 3014
2.	Introduction to E, Business, Management and Strategy, Colin Combe, ELSVIER, 3006
3.	Digital Business Concepts and Strategy, Eloise Coupey, 2nd Edition, Pearson latest
4.	Trend and Challenges in Digital Business Innovation, Vinocenzo Morabito, Springer
5.	Digital Business Discourse Erika Darics, April 3015, Palgrave Macmillan
6.	A textbook on E,,Commerce, E R Arunrajan Mishra, Dr WK Sarwade, Neha Publishers and Distributors, 3015



Course Code	CourseTitle	Semester
GEC 1.7.3	<b><i>PERSONAL FINANCIAL PLANNING</i></b>	I
Module	Course Content	Hours
Module I	<b>Introduction to Financial Planning</b> , Need for Financial Planning, Assessing Personal and Financial Goals, Needs and Priorities, Attitudes and Expectations and Risk Tolerance Level ,Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN and AADHAR.	15
Module II	<b>Investment Planning</b> , Introduction to Investment Planning, Investment Criteria Liquidity, Safety and Profitability, Investment Vehicles (Gold ,Bonds, Equity, FD Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.), Risk and Return Associated with these Investments, Return Comparison Over a Period of Time from Different Asset Classes Investment Strategies, Mutual Funds as Investment Vehicle, Special Focus on SIP, STP, and SWP, NFOs, Trading in Commodities, Derivatives and Fandoms Crypto Currency, Creating an Investment Portfolio, Awareness of selling in Investment Products. Risk Analysis, Insurance Planning and Debt, Risk analysis, Concept of Long Term Risk	14
Module III	<b>Tax Planning</b> _What is Tax Deduction? Tax Deductions under the Section and Respective Subsections of , 70C, 70D, 70E, 70G, 70 I, Sections 70 JJA,70QQB, 70RRB, 70TTA, 70U and other Relevant Sections, Direct Tax Code (DTC), Taxation Impact onDifferent Investment Options, Personal Tax Planning, Filing IT Returns.	12
Module IV	<b>Retirement Planning and, Wealth management:</b> Retirement Planning for anIndividual, Pension Plans, Provident Fund, Gratuity, Life Insurance Plans., Genera Insurance Plans Reverse Mortgage Plans, Senior Citizen Schemes, Transferring Assets During Life Time Power of Attorney, Transferring Assets Post Death – e.g. Nominations, Will, and Creating Trusts.	12
<b>Suggested Text Books</b>		
1.	From the Rat Race to Financial Freedom by Manoj Arora	
2.	Wealth Management by Ashiya Manish	
3.	Introduction to Financial Planning by Indian Institute of Banking and Finance	
4.	Personal Finance by Kapoor Jack R., Dlabay L.R., Hughes R.J.	

Course Code	Course Title	Semester
SEC 1.8.1	<b>COMPUTER APPLICATIONS</b>	I
Module	Course Content	Hours
Module I	Concepts of Computers, Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications. Primary and secondary memory, RAM and ROM, Hard Disk, Magnetic Tape, Optical devices, Flash memories, Computer software, Classification and Types, Generations of computer languages	6
Module II	<b>Operating System</b> Functions, types, Multiprogramming, Multiprocessing Timesharing, Real time, Online and Batch Systems, Booting process, Windows environment basics, Desktop, Common Start menu options.	6
Module III	<b>Data Communication</b> , Operating Systems Concepts, Fundamentals of Data Communication; Network Concepts and Classification; Introduction to the internet and Its applications. MS Windows, MS Office (MS Word, PowerPoint, Excel, Access, and Outlook)	6
Module IV	<b>Managerial Applications of computers</b> , Computer and Management functions Word Processing Software, Creating document – File Management, Editing formatting, Using tools, Tables, Working within tables, Spreadsheet software. Introduction, Creation of spreadsheet application; range, formula, function database functions in spreadsheet, Graphics on spreadsheet	6
<b>Suggested Text Books</b>		
1.	Computer Fundamentals by Pradeep K. Sinha and Priti Sinha	
2.	Summer M. – Computer Concepts and Uses (PHI)	
3.	Long, L. – Computers (PHI)	
4.	David. Van Over – Foundation of Business systems (Dryden)	
5.	Understanding Computers, Today and Tomorrow by Morley and Parker, Cengage	

Course Code	Course Title	Semester
SEC 1.8.2	Written and Verbal Communication	I
Module	Course Content	Hours
Module I	Basics of Communication, Communication elements and process, Need of Communication, Channels, forms and dimensions of communication, Verbal and non verbal communication. Soft skills, How communication skills and soft skills are inter related, Body language, posture, eye, contact, handling hand movements, gait, Voice and tone, Meeting and Boardroom Protocol, Guidelines for planning a meeting	6
Module II	Speaking skills, Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial skills, speeches, speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings	6
Module III	Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making call Closing the call, Handling rude or impatient clients, Cross cultural communication, cultural sensitivity, Cross cultural issues which affect Communication across different Cultures, Culture and Nonverbal communication, Effective intercultural communication, Business and social etiquette.	6
Module IV	Presentation skills, Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time Management Slide design and transition, representation of textual information into visuals for effectiveness of communication, Style and persuasiveness of the message Adherence to the number of slides, Dynamics of group presentation and individual presentation	6
<b>Suggested Text Books</b>		
1.	Business Communication Today, Bovee C L et. al., Pearson Education	
2.	Business Communication, P.D. Chaturvedi, Pearson Education	
3.	Business Communication, T N Chhabra, Bhanu Ranjan, Sun India	
4.	Verbal and Nonverbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi	

Course Code	Course Title	Semester
SEC 1.8.3	<i><b>LIFE SKILLS</b></i>	I
Module	Course Content	Hours
Module I	Introduction, Definition of life Skills – Need and Importance of Life Skills. Decision Making and Problem Solving Problem Analysis – Techniques – Steps – Cognitive and Personal biases; Problem solving, Characteristics of Complex problems – Problem Solving Strategies – Problem Solving Methods – Barriers to problem solving.	6
Module II	Lateral Thinking and Creative Thinking, Methods– Problem Solving; Critical Thinking; Logic and Rationality – Functions – Procedures.	6
Module III	Effective Communication and Interpersonal Relationship, Verbal and Non Verbal Communication, Business Communication – Types – Importance – Stages.	6
Module IV	Self Awareness and Empathy, Self Awareness Techniques; Empathy, Definitions, Development, Individual Differences – Empathetic Anger and Eustress.	6
<b>Suggested Text Books</b>		
1.	Adair, J. Decision Making and Problem Solving. UK, Kogan Page Publishers. 2015	
2.	Harper, Nancy Life Skills, Essential for Personal Growth on the Ever Changing Road of Life. Bloomington, IN, Author House. (2015).	
3.	Adair, J. and Allen, M. Time Management and Personal Development. London, Hawksmere. (1999).	
4.	Hattie, John Self, concept. New York, Psychology Press. (2014)	
5.	Mallet, Michael Think Smarter, Critical Thinking to Improve problem solving and Decision Making Skills. New Jersey, John Wiley and Sons. (2014)	

Course Code	Course Title	Semester
AEC 1.9	<b>ORGANIZATION ANALYSIS</b>	1
Module	Course Content	Hours
Module I	<b>Enterprise History and Background</b> , Establishment, Original and Current Promoters, Business Group or Business Family to which it belongs, Vision Mission, Philosophy – Values, Quality Policy, Brief profiles of the Chairman CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any.	6
Module II	<b>Organization</b> , Organization Structure, Geographical (domestic and global) foot print, Manufacturing /Service locations Indian and major worldwide, Certifications if any, ISO / EMS / FDA / CMMI, etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website	6
Module III	<b>Markets</b> , Major Customers, customer segments, Products Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years and impact. Mergers and Acquisitions, if any. Technological developments Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or Global / local players.	6
Module IV	<b>Financials</b> , Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status and Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, and Shareholding Pattern. Governance, Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard and Poor's Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years. Forward looking statements of the top Management.	6

**Note,**

- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall carry out an indepth study of any THREE Organizations of their choice.
- Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key Dimensions.
- Students shall submit a structured detailed report.
- No text books are prescribed.
- The course has to be taught using the company annual reports and other publication from company website, social media feeds business newspapers and business data bases.

**SECOND SMESTER**

Scheme of Teaching and Examination MASTER OF BUSINESS ADMINISTRATION Choice Based Credit System (CBCS) and Outcome Based Education(OBE)		
II Semester		
Sl.no	Course Code	Course Title
1.	GCCF 2.1	Financial Management
2.	GCCF 2.2	Security Markets and Operations
3.	GCCF 2.3	Research Methods
4.	GCCF 2.4	Operations Management
5.	GCCF 2.5	Management Science
6.	GCCF 2.6	Working Capital Management
7.	GEC 2.7	Generic Elective Course
8.	SEC 2.8	Skill Enhancement course
9.	AEC 2.9	Industry Analysis

Sl.No	Generic Elective Course(GEC 2.7)	Skill Enhancement Course(SEC 2.8)	Ability Enhancement Course(AEC 2.9)
1.	Digital Entrepreneurship	Entrepreneurship Lab	Industry Analysis
2.	Industry 4.0	Employability Skills	
3.	Managing Innovations	Excel and SPSS	

Course Code		Course Title	Semester
GCCF 2.1		<i><b>FINANCIAL MANAGEMENT</b></i>	II
Module	Course Content		Hours
Module I	Financial Management, Meaning, Concept, Scope , Functions of FinanceManager, Finance Functions, Profit Maximization Vs Wealth Maximization, Agency Relationship and Cost , Concept of Time Value of Money , Future Valueand Present Value.		15
Module II	Investment and Dividend Decision, Investment Decision Process, Capital Budgeting Decisions, Traditional Vs Discounted Cash Flow – Pay Bac Period, Average Rate of Return, Net Present Value, Dividend, Meaning Major forms of Dividends Factors affecting Dividend Policy, Dividend Relevance and Irrelevance Models , Walter and Gordon’s models		15
Module III	Financing Decision, Concept of Capital Structure, Capital Structure Determinants, Sources of Financing, EBIT,EPS Analysis Cost of Capital Meaning, Importance, and Classification of Cost of Capital Concept – Determinant of Cost of Capital–Weighted Average Cost of Capital, Leverage, and Concept – Types of Leverage, Implications.		15
Module IV	Working Capital Decision, Working Capital, Concept, Components o WorkingCapital, Determinants of Working Capital, Working Capital Cycle Estimation o Working Capital Requirement (problems), Inventory Management, Receivables Management, Cash Management (Theory Only)		15
Suggested Text Books			
1.	S.N.Maheshwari, Fundamentals of Financial Management, Sultan ChandPublications.		
2.	Financial Management, Rajiv Srivastava and Anil Mishra, Oxford University Press		
3.	John J Hampton, Financial DCCFision Making, PHI		
4.	Van Horne, James C., Financial Management and Policy, Prentice Hall of India.		

Course Code	Course Title	Semester
GCCF 2.2	<b><i>SECURITY MARKETS AND OPERATIONS</i></b>	II
Module	Course Content	Hours
Module I	<b>Security Markets</b> - Legal Environment: SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines for FIIs.	15
Module II	<b>Types of Security Markets</b> - Primary market - its role and functions - Methods of selling securities in primary market – New financial instruments – New Issues – SEBI guidelines for public issues – pricing of issue, promoters' contribution – appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc - Underwriting of issues – Allotment of shares – Procedures for new issues – e-trading. Secondary Market – Role, importance, organization of stock exchanges – Listing of securities in stock exchanges – Trading mechanism – screen based system – Insider trading; Take-over's – Internet based trading.	15
Module III	<b>Introduction to Derivatives:</b> Definition, Types of Derivatives, Uses of Derivatives, Origin of Derivatives in India. Concepts of Early Delivery, Forwards and Futures: Basic Hedging practices, Forward Contracts, Future contracts Options: call and put option (Problems on options and contracts).	15
Module IV	<b>Capital Market Instruments</b> – Equity, Secured Premium Notes, Equity Shares with detachable warrants, Sweat Equity, Non-Voting Shares, Tracking stocks, Preference Shares, Debentures, Disaster Bonds, Option Bonds, Easy Exit Bonds, Split Coupon Debentures, Floating Rate Bonds and Notes, Clip and Strip Bonds, Dual Convertible Bonds, Debt Instruments with Debt warrants, Indexed Rate Notes, Stepped Coupon Bonds, Dual Option Warrants, Extendable Notes, Commodity Bonds, Mortgage Backed Securities, Carrot and Stick Bond, Capital Indexed Bonds, Debt for Equity Swap, Zero Coupon Convertible Notes, Global Depository Receipts, Foreign Currency Convertible Bonds – New instruments of Capital Market – Pure, Hybrid and Derivatives; Money Market Instruments – Treasury bills, Commercial Bills, Commercial Paper, Participatory Notes.	15
<b>Suggested Text Books</b>		
1.	Duguid, Charles, The Stock Exchange (1904)	
2.	Wacha, D.E., A Financial Chapter in the History of Bombay City (1915)	
3.	Withers, Harteley, Stocks & Shares (1915)	
4.	Kale, V. G., Gokhale & Economic Reforms (1916)	



Course Code	Course Title	Semester
GCCF 2.3	<b>RESEARCH METHODS</b>	II
Module	Course Content	Hours
Module I	<b>Introduction to Research:</b> Business Research – Meaning, Purpose, Types, Significance, Ethics Steps in Research – Review of Literature – Research Gap – Formulation of Research Problem – Research Question – Research Design – Formulation of testable hypothesis	15
Module II	<b>MEASUREMENT IN RESEARCH:</b> Measurement Scales – Scale construction techniques – semantic differential scale construction – construction of Likert’s summated scales – tests of sound measurement – validity and reliability measures – sources of errors in measurement and measurement of control over errors.	15
Module III	<b>SAMPLING :</b> Sampling Theory – types – steps in sampling – determination of sample size – sampling and non-sampling errors – measures and control – collection and analysis of data – questionnaire construction and administration – suitability of each mode – pretest – pilot study – secondary data: nature, source, desirability, precaution and web.	15
Module IV	<b>Data analysis:</b> Checking –validation– Editing – Coding – Transcription – Tabulation and Types– Pictorial Data Presentation; Analysis of Data – Purpose and Methods – Qualitative and Quantitative Research – Univariate, Bivariate And Multivariate Data Analysis – Interdependence and Dependence Analysis and their basic assumptions – Time Series Analysis, Statistical Software for Data Analysis.	15

#### Suggested Text Books

1.	Research Methodology- C R Kothari- Vishwa Prakashan-3002
2.	Business Research Methods. Donald R. Cooper & Pamela s Schindler- TMH/9e/3007
3.	Business Research Methods-SL Gupta and Hetesh Guptha- McGraw hill - 3012
4.	Marketing Research- Naresh K Malhotra- Pearson Education /PHI/5e/3007

Course Code	Course Title	Semester
GCCF 2.4	<i><b>OPERATIONS MANAGEMENT</b></i>	II
Module	Course Content	Hours
Module I	Introduction to Operations Management: Overview of Operations Management - Understanding similarities and difference among Products, Goods and Services - Historical Development and Current Issues in Operations Management - Make or Buy Decisions.	15
Module II	Operations Strategy Process Planning – Process Redesigning, Procedure for designing a process - Production Planning and Control– Objectives, Elements, Stages of PPC - Capacity Planning – Importance, Types, Capacity Requirement Planning (CRP) – Forecasting – Factors affecting Forecast, Types of Forecast in Decision Making, Forecasting Models.	15
Module III	Facility Location – Factors influencing Plant Location, Break even Analysis. Plant Layout – Classification of Layout, Human factors in job design – Ergonomics – Work Environment and Workers Safety	15
Module IV	Quality Control– Objectives, Importance, Quality Control Techniques – Control Charts - $\bar{x}$ Chart, R Chart, P Chart, C Chart – Acceptance Sampling – Work Study – Method Study, Time Study (Problems)	15
<b>Suggested Text Books</b>		
1.	William J Stevenson, Operations Management, Irwin McGraw,Hill	
2.	K N Krishnaswamy and M Mathirajan, Cases in Operations Management, PHI	
3.	Haizer and Render, Operations Management, Person India Education servicesPvtLtd.	
4.	Chase, R.B., Shankar, R. & Jacobs, F.R. Operations & Supply Chain Management(Tata McGrawHill, 14th Edition)	

Course Code	Course Title	Semester
GCCF 2.5	<b>MANAGEMENT SCIENCE</b>	II
Module	Course Content	Hours
Module I	<b>Operation Research and Linear Programming:</b> Introduction to Operations Research Origin, Nature, Definitions, Managerial Applications and Limitations of Operation Research, Mathematical modeling of real-life problems. <b>Linear Programming:</b> Formulation of Linear Programming Problems General statement and assumptions underlying Linear Programming Graphical Solutions Simplex Method Duality (emphasis on formulation & economic interpretation).	15
Module II	<b>Transportation Problems (TP)</b> Introduction to transportation problems, North- West corner rule, Least cost method, Vogel's approximation method for obtaining initial feasible solutions, Stepping stone and MODI method to get optimal solution, Transshipment problem. <b>Assignment problem:</b> Mathematical model, Balanced and unbalanced problems Hungarian Method for the assignment problem, Degeneracy, Optimality conditions Methods to find starting solution and optimal solution.	15
Module III	<b>Application of OR :</b> Queuing Theory, Concepts of Queue/Waiting Line, General Structure of a Queuing System , Operating characteristics of Queue, deterministic Queuing Models, Probabilistic Queuing Model. <b>decision under Conflict:</b> Game Theory, Two person zero, sum games, Maximum Minimax Principle Games without Saddle point, Mixed strategy, Dominance Rule. <b>Simulation:</b> Concept, process of simulation, types of simulation Monte Carlo Simulation,	15
Module IV	<b>Network Fundamentals,</b> Scheduling the Activities, Fulkerson's Rule Construction of the Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float). Probability consideration in PERT, Time, Cost optimization in Project.	
<b>Suggested Text Books</b>		
1.	David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Introduction to Management Science, Quantitative approach to Decision Making, 14 <sup>th</sup> Edition Cengage Learning.	
2.	Wayne L Winston. Operations Research: Applications and Algorithms (Latest Edition). Duxbury Press. An Imprint of Wadsworth Publishing Company, Belmont, California, USA	
3.	Budnick F.S., "Principles of Operations Research for Management", Richard D Irwin, Latest Edition	
4.	J.K. Sharma, "Operations Research Theory and Applications 3009, 4th Ed. Macmillan	
5.	Ravindra A., Phillips D.T., and Solberg J.J.. Operations Research – Principles and Practice (Latest Ed.), John Wiley and Sons.	
6.	N. D Vohra, Quantitative Techniques in Management, Tata McGraw Hill, Latest Edition	

Course Code	Course Title	Semester
GCCF 2.6	<b><i>WORKING CAPITAL MANAGEMENT</i></b>	II
Module	Course Content	Hours
Module I	Nature, Need, Types of Working Capital, Components of Working Capital Management, determination of Working Capital, Forecasting Working Capital Requirements. Management of Cash and Marketable Securities: Motives for Holding Cash, Factors Determining Cash Needs, Issues in Management of Cash, Types of Marketable Securities, Cash Management Models.	15
Module II	Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory).	15
Module III	Management of Receivables: Nature of Receivables, Cost of Maintaining Receivables, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables, Determination of Credit Policy and Credit Standards. Credit Evaluation of Customer Management of Inventories; Meaning, Types, Classification, Techniques and Tools, Costs associated with Inventory(Problems).	16
Module IV	Measurement and Determinants of Liquidity, Management of Current Liabilities. Sources of Working Capital, Pattern of Working Capital Management in India with special reference to Government Policies.	12
<b>Suggested Text Books</b>		
1.	Working Capital Management : Dr. R P Rustigi, Taxmann Publications.	
2.	Working Capital Management : Manaka Garg, Edu Creation Publishing.	
3.	Working Capital Management: V K Bhalla, S Chand and Company pvt Ltd	
4.	Essentials of Working Capital Management: James S Sagner, Wiley Publications.	

Course Code	Course Title	Semester
GEC 2.7.1	<b><i>DIGITAL ENTREPRENEURSHIP</i></b>	2
Module	Course Content	Hours
Module I	Entrepreneurship, Entrepreneurship in the twenty first century, Innovation and entrepreneurship, Developing creativity, business idea and evaluation, developing the business plan and launching the business, financing the business, growing the business, Exit, Failure and success The Digital landscape for Digital Startups Accelerators and Incubators in the 21st century.	15
Module II	Creativity and Entrepreneurial Plan, The business plan as an entrepreneurial tool Contents of a business plan, Idea Generation, Screening and Project Identification Creative Performance, Feasibility Analysis, Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control segmentation Creative Problem Solving, Heuristics, Brainstorming, Synectics, Value Analysis, Innovation. Project Feasibility and Project Appraisal.	15
Module III	Digital Entrepreneurship, Meaning, Definition of Digital Entrepreneurship and Digital Entrepreneurs. New Opportunities and Challenges. Reasons for entrepreneurs to turn into Digital Entrepreneurs. Entrepreneurship and Digital entrepreneurship – Difference and pillars of Digital Entrepreneurship. Reducing Barriers to Entrepreneurship in the digital era and the New entrepreneurial challenges in the digital era.	15
Module IV	Digital Business Design and Value Proposition, Definition of Digital Business Design type of Digital Business and the importance of Digital Business Design for Digital Entrepreneurs. Preparing for the Digital Revolution. Value Proposition, Describing the purpose of Digital Business and Competitive advantage versus alternatives. The ABC's of Digital Business Design (The Acquisition, Behavior Conversion Process)	15
<b>Suggested Text Books</b>		
1.	Entrepreneurship –Successfully launching new ventures –third edition – Bruce R. Barringer, R.Duane Ireland – Pearson	
2.	Entrepreneurship and Small Business, Start –Up, Growth and Maturity, Third Edition, Paul Burns – Palgrave Macmillan	
3.	Product Management– Donald R. Lehman, Russell S. Winer, Tata McGraw Hill edition	
4.	David Holt Entrepreneurship, New Venture Creation, Prentice Hall India,	
5.	. Peter F. Drucker, Innovation and Entrepreneurship	
6.	S.S. Khanka , Entrepreneurial Development S.Chand and Company Ltd. New Delhi	

Course Code	Course Title	Semester
GEC 2.7.2	<i>MANAGING INNOVATIONS</i>	2
Module	Course Content	Hours
Module I	Creativity, Meaning of Creativity, Individual and Group Creativity, Convergent Thinking, Divergent Thinking and Generation of Creative Ideas, factors affecting creativity, creativity process, stages of creativity	15
Module II	Basics of Innovation, Concept of Innovation. Invention and Creativity, Role and relationship with innovation, Product innovation and process innovation, Radical and incremental innovation, Technological innovation, commercial organizational Innovation, Characteristics of innovation in different sectors Innovation in Indian context, Innovation and Creativity, Jugad and innovation in Current Environment, local, regional and national context.	15
Module III	Instruments for Innovation, Challenges of Innovation, innovation as a systematic practice, Steps of Innovation Management, Learning Cycle, The roles of the innovator, Functional Sources of Innovation –internal Value Chain, Spillovers from Competitor Suppliers, Customers and Complimentary Innovators, The 15 <sup>th</sup> generation of idea brainstorming, Creativity, Divergent V/s Convergent Thinking, Design, Thinking, Blue ocean Strategy, Experimentation in innovation, management technology innovation, process idea championship participation for innovation, Co, creation for innovation, screening the innovative ideas, proto typing to incubation	16
Module –IV	Management and Marketing of Innovation, innovation Management Planning Technology Forecasting, Innovation Sustainable Conditions, Management of innovation Concept of IPR. Creation of IPR, Types of IPR, Patents and Copyrights Patents in India Business Models, The evolution of the business model, The Business Model Canvas Business Models and value proposition, Business Mode Failure Reasons and Remedies incubators, Business Vs Technology, Future markets and innovation needs for India	12

#### Suggested Books

1.	Innovation Management, Allan Afuah, Oxford Indian Edition.
2.	Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sagepublication , new Delhi
3.	Innovation, the attacker's advantage, Foster, Richard N., London, Macmillan.
4.	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books
5.	Innovating at the Edge – How organizations Evolve and Embed InnovationCapability, TimJones, Butterworth, Hienemann, South Asian Edition

Course Code	Course Title	Semester
GEC 2.7.3	<b>INDUSTRY 4.0</b>	2
	Course Content	Hours
Module I	Introduction to Industry 4.0: Overview of the Various Industrial Revolutions, Digitization and the Networked Economy, Industry 4.0 Paradigm, Industry 4.0 characteristics – Interoperability, Virtualization, Decentralization, Real,time capability, Service orientation , Modularity, Convergence, Cost reduction and efficiency, Mass customization. Drivers, Enablers,Compelling Forces and Challenges for Industry 4.0 , Evolution in USA, Europe, China and other countries, Comparison of Industry 4.0 Factory and Today's Factory, Trends of Industrial Big Data and Predictive Analytics for Smart Business Transformation	15
Module II	Key Building Blocks: Internet of Things (IoT), Industrial Internet of Things (IIoT), Internet of Services, Smart Manufacturing, Smart Devices and Products, Smart Logistics, Smart Cities, Predictive Analytics. (4+1) 3. Technological Ecosystem: Technologies for enabling Industry 4.0, Cyber physical Systems, Robotic Automation and Collaborative Robots, Support System for Industry 4.0, Mobile Computing, Related Disciplines, Issues of Cyber Security	
Module III	Data as a resource: Role of data, information, knowledge and collaboration in future organizations, Resource based view of a firm, Data as a new resource for organizations, Harnessing and sharing knowledge in organizations, Cloud Computing Basics, Cloud Computing and Industry 4.0	15
Module IV	Applications and the way ahead: Automotive, Agriculture, Retail, Healthcare Fintech, Manufacturing, Applications and Case Studies: Industry 4.0 laboratories, IoT case studies, Business issues in Industry 4.0 , Opportunities and Challenges, Future of Works and Skills for Workers in the Industry 4.0 Era Strategies for competing in an Industry 4.0 world	15
<b>Suggested Text Books</b>		
1.	Industry 4.0: Managing The Digital Transformation, Ustundag, Alp, Cevikcan,Emre, Springer	
2.	Hands,On Industrial Internet of Things: Create a powerful Industrial IoTinfrastructureusingIndustry 4.0 , Giacomo Veneri.	
3.	Internet of Things: A Hands,On Approach , Arsheep Bahga.	

Course Code	Course Title	Semester
SEC 2.8.1	<b><i>ENTREPRENEURSHIP LAB</i></b>	II
<p>This course provides a hands on experience to the students to convert and apply theoretical and conceptual knowledge about entrepreneurship into practical entrepreneurship. During the course, students shall identify and evaluate a new business opportunity (which may be supplied by an entrepreneur or innovator in the nearby region.)</p>		
<p>Students shall work in a group, of not more than 5 students, on a real, life business case Scope of the work expected:</p> <ul style="list-style-type: none"> <li>Business Model Designing</li> <li>Business Plan Designing</li> <li>Financial Planning</li> <li>Prototype Making</li> <li>Test Marketing</li> <li>Planning Commercial Launch</li> </ul>		



Course Code	Course Title	Semester
SEC 2.8.2	<i><b>EMPLOYABILITY SKILLS</b></i>	2
Module	Course Content	Hours
Module I	Introduction to Public Speaking, Business Conversation Effective Public Speaking Art of Persuasion, Planning the persuasive message common types of persuasive requests, principles of persuasive communication.	6
Module II	Listening, process, importance and types of listening Effective Listening, Principles and Barriers. Recruitment and employment correspondence, Application letter, curriculum vitae, interview, references.	6
Module III	Resume Writing, Technique of resume writing, Covering Letters Interview Follow Up Letters. Interview, Types of Interview Styles of Interview Facing Interviews, Fundamentals and Practice Session Conducting Interviews, Fundamentals and Practice Session Mock interview sessions.	6
Module IV	Etiquettes, Introduction, meaning, importance and types of etiquettes, clothing etiquettes/ Dressing up Exchanging Business card Shaking hands, interview etiquettes, Dining etiquette, Mobile phone etiquettes, internet and email etiquettes.	6

Suggested Text Books	
1.	Jermy Comfort, Speaking Effectively, et.al, Cambridge.
2.	Krishnaswamy, N, Creative English for Communication, Macmillan

Course Code	CourseTitle	Semester
SEC 2.8.3	<i>EXCEL AND SPSS</i>	2
Module	Course Content	Hours
Module I	Introduction to Spreadsheets , Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions,	6
Module II	Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What, if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, HLookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets Data Encrypting and Finalizing Workbooks Understanding Macros, Custom Number Formats in Excel, Using Custom Lists Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities.	6
Module III	Overview: SPSS Environment, Introduction to various menus, Data file, Output file Frequently –used dialog boxes, Editing output, Printing results. Creating an editing a data file – Variable and data view, Value Labels. 2. Managing Data Listing cases replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning Frequencies: Frequencies, bar charts, histograms percentiles. Descriptive Statistics Measures of central tendency, variability deviation from normality, size and stability. Cross Tabulation and chi, square analyses, The means Procedure. Graphs Creating and editing graphs and charts	6
Module IV	Bivariate Correlation: Bivariate Correlation, Partial Correlations and the correlation matrix. The T, test Procedure: Independent – samples, paired samples, and one sample tests. Non Parametric Tests: Chi, square Test, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples. 4. One Way ANOVA Procedure: One way analysis of variance, General Linea model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates 5. Advanced Tools: Simple Linea Regression, Multiple regression analysis. Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis	6
<b>Suggested Books</b>		
1.	Excel 3016 Bible, John Walkenbach, John Wiley & Sons	
2.	Excel: Formulas & Functions, Robert Dinwiddie	
3.	Excel 3007 for Dummies by Greg Harvey	
4.	New Perspectives on Microsoft Office Excel 3007	
5.	Microsoft Excel 3016 Step by Step, Curtis Frye	
6.	Discovering Statistics Using SPSS, by Andy Field A, SAGE	

Course Code	Course Title	Semester
AEC 2.9	<b><i>INDUSTRY ANALYSIS</i></b>	2
Module	Course Content	Hours
Module I	Industry Analysis – the Basics, Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 and bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Niches, Positioning and Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions Geographical spread of plants/facilities/ capacities (Domestic as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry	6
Module II	Promoters and Management Ethos, Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs CEOs, and key top Management personnel with their career highlights, Detailed profile of one distinguished top Management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives Initiatives towards social inclusion, Initiatives towards Environment conservation.	6
Module III	External Environment, Controlling ministry and / or regulator if any for the Industry Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission FDA against irregularities, legal violations if any.	6
Module IV	Profitability, Revenues, Margins of top 5 and bottom 5 players over the last years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry	6

**Note:**

- Each student should carry out a study under the guidance of a faculty.
- Student shall carry out an in-depth study of any THREE industries of their choice.
- Industries selected should be distinct from each other.
- Students shall submit a structured detailed report.

**Suggested Text Books:**

- No text books are prescribed.
- The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data.

### Third Semester

Scheme of Teaching and Examination MASTER OF BUSINESS ADMINISTRATION Choice Based Credit System (CBCS) and Outcome Based Education(OBE)		
III Semester		
Sl. no	Course Code	Course Title
1.	GCCF 3.1	Strategic Financial Management
2.	GCCF 3.2	Cost and Management Accounting
3.	DCCF 3.3	Goods and Services Tax
4.	DCCF 3.4	Indian Financial Systems
5.	DCCF 3.5	Behavioural Finance
6.	OEP 3.6	Open Elective course
7.	AEC 3.7	Summer Internship project/Academic Project
	OEP	

Course Code	Course Title	Semester
DCCF 3.1	<b><i>STRATEGIC FINANCIAL MANAGEMENT</i></b>	3
Module	Course Content	Hours
Module I	Introduction to Financial Strategy and Planning Meaning of Strategy and Planning, Definition of Strategic Financial Management, Financial Forecasting and their techniques. Financial Planning Process, Decision making and Problem solving Process. Environmental analysis: PESTEL analysis, Porter's diamond, Porter's five forces, Marketing and strategic choice of the company: cost reduction and differentiation strategies, value chain analysis, products and knowledge	12
Module II	Corporate level Strategy meanings and types, Shareholder value,, Measurement and Relationship between shareholder value and financial policies. Economic value Addition and market, Value addition: Concept, Significance and Calculation. Value of Share and Company, Asset based Valuation, Valuation relative to Industry Averages, DCF valuation Models, Valuation based on Company fundamentals	12
Module III	Risks associated with International Projects Financing, Issue of ADR's/ GDR's, FCCBs and FCEBs, ECBs and FDIs, Foreign Capital Markets and Instruments.	15
Module IV	Forms of Export Finance, Documentary Credit, Export Credit and Insurance, Bilateral Credit, Special Economic Zones, Disinvestment and their strategies. Latest Development, Trends & Practices in strategic financial management , Corporate Governance, Fintech strategies, Management Buyouts	14

**Suggested books for reference:**

1.	Khan, M.Y. & Jain, P.K., Basic Financial Management, Tata McGraw Hill, ND, 3009
2.	Khan, M.Y., India Financial Services, Tata McGraw Hill, ND, 3008
3.	Ravi M, Kishore, Strategic Financial Management Taxmann's 3011 Edition.
4.	Damodaran, A. 3004, Corporate Finance: Theory and Practice, 2nd Ed., Wiley & Sons
5.	Van Horne, J.C. 3006, Financial Management and Policy, 12th Ed., Prentice Hall of India
6.	Brearly, R. A. and Myers, S. C. 3006, Principles of Corporate Finance, 8th Ed., Tata McGraw Hill
7.	Pike, R and Neale, B. 1998, Corporate Finance and Investment: Decisions and Strategies, Prentice Hall of India
8.	Rustagi, R.P. 1999, Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.

DCCF 3.2		<i><b>COST AND MANAGEMENT ACCOUNTING</b></i>	<b>3</b>
<b>Module</b>	<b>Course Content</b>	<b>Hours</b>	
Module I	Introduction to Cost and Management Accounting Cost Accounting - meaning, objectives , scope and importance, concepts of costs, classification and elements of cost, cost centre and cost unit, methods and techniques of costing, role of accountant in decision making. Meaning, objectives and Scope of Management Accounting, Tools and Techniques of Management Accounting, Relationship with different branches of accounting, role of management accountant in decision making.	12	
Module II	Activity Based Costing (ABC) Meaning, Importance, Characteristics, Elements and Steps involved in ABC, ABC vs. Traditional Costing , Uses and Limitations. (Problems)	12	
Module III	Costing System & Methods Costing Systems 1 Unit and Output Costing 1 Job Costing: Job Cost Cards, Collecting Direct & Indirect Costs, Allocation of Overheads and its Applications. Contact Costing: Features (Theory), Distinction between Job and Contact Costing, Process Costing: Features, Applications. Service Costing: Features and Applications (Transport).(Problems)	15	
Module IV	Management Reporting and Information Systems Meaning, objectives and scope of Management reporting - Nature and types of Management reporting - Management Information system – Meaning, Objectives and scope - Role of MIS.	14	

**Suggested Text books:**

1.	Cost Accounting – Theory and Practice by K S Thakur – Excel Books Publication
2.	Costing Accounting – Principles and Practice – Nigam and Jain – PHI
3.	Cost Accounting – Jawahar Lal & Srivastava – Tata McGraw Hill Publication
4.	Cost & Management Accounting – M N Arora – Himalaya Publication
5.	Executive Program Cost and Management Accounting – ICSI Study Material

<b>DCCF 3.3</b>	<b><i>GOODS AND SERVICE TAX</i></b>	<b>3</b>
<b>Module</b>	<b>Course Content</b>	<b>Hours</b>
Module I	GST In India-An Introduction: Background, direct and indirect taxes, Genesis of GST in India, concept of GST, Benefits, Framework of GST, Constitutional Provisions	12
Module II	Supply Under GST: Introduction, concept of supply (Sec.7 of CGST Act), relevant definitions, composite and mixed supplies	12
Module III	Charge Of GST: Introduction, relevant definitions, extent, commencement, levy and collection, composition of levy	15
Module IV	Exemptions from GST: Introduction, Power of Grant Exemption from Tax [Section of the CGST Act/Section 6 of IGST Act], Goods exempt from tax, list of services exempt from tax	14
<b>Suggested Books</b>		
1.	Centax's GST Law Manual 3023-24 by R.K. Jain.	
2.	GST by Sahitya Bhawan Publications.	
3.	GST Law Manual by Rakesh Garg.	
4.	Students Guide to Income Tax including GST(Taxmann)	
5.	Taxmann GST Ready Reckoner.	
6.	GST: A Practical Guide by Sudhir Sachdeva.	
7.	GST Guide: A Quick Reference Guide by CA Yashvant Mangal.	

DCCF 3.4		INDIAN FINANCIAL SYSTEM	III
Module	Course Content	Hours	
Module I	<b>Concept of Financial System:</b> Formal and informal financial systems, Functions of financial system, Nature and Role of financial institutions and financial markets, Financial system and the economy. Components of Indian Financial System .	15	
Module II	<b>Money Market:</b> Emerging Structure of Indian Money Market; Instruments of Money Market; Money Mutual Funds — An Overview and 1213I's Regulatory Guidelines; Commercial Banks — Role in Industrial Finance and Working Capital Finance. <b>Capital Market:</b> Concept, Structure and Functions of Capital Market; Primary Market-Instruments of Issue and Methods of Flotation; Secondary Market — Concept, Market Players, trading System and Settlement.	12	
Module III	<b>Fund Based Services:</b> Lease and hire Purchase Consumer Credit and Factoring, Definition, Functions, Advantages, Evaluation, Venture Capital Financing, Housing Finance. Fee Based Services, Stock Broking, Credit Rating, Merchant Banking, Portfolio Services. Underwriting, Depository Services, Challenges Faced by Investment Bankers, crypto currency digital currency and recent trends in financial markets.	12	
Module IV	<b>Global Financial Markets:</b> Introduction to Global Financial Market - Role of Financial Market in Economic Development of a country - Stakeholders in Financial Market (Domestic and Global) - Indian Financial Market Scenario Equity issues in global market – ADR, GDR, EDRs – Debt issues in global markets.	14	

#### Suggested Books

1.	Financial Services, M.Y Khan, TATA McGraw Hill, 7th Edition
2.	Financial Services & Systems, S Gurusamy, TATA McGraw Hill, Latest Edition
3.	Financial Services, Tripathy and Nalini Prava, PHI, Latest Edition
4.	Financial Services in India, V.A Avdhani, Himalaya, Latest Edition
5.	Financial services, Dr. R Shanmugham, Wiley, Latest Edition
6.	Management of Banking and Financial Services, Justin Paul and Padmalatha Suresh,



<b>DCCF 3.5</b>	<b><i>BEHAVIOURAL FINANCE</i></b>	<b>III</b>
<b>Module</b>	<b>Course Content</b>	<b>Instruction Hours</b>
Module I	Behavioural Finance, Introduction, meaning, nature, Assumptions of Behavioural finance, meaning of heuristics and bias, Building blocks of Behavioural finance, Prospect theory and mental accounting, Important contributors, Daniel Kahneman and Amos Tversky, Richard Thaler, Robert J. Shiller, Michael Pompian and Parag Parikh	15
Module II	Theories of Behavioural Finance, Asymmetric information, Ego centricity, Human Behavioral Theories, Behavioural aspects of Investing: Behavioural Portfolio theory, and Psychographic models.	12
Module III	Securities and Exchange Board of India (SEBI), OTCEI, OTC NSE, stock exchanges. Stock market indices, BSE, NSE and NASDAQ .Market Bubbles: Introduction and brief history of stock market bubbles , Identification and classification of a stock market bubble, Explaining bubbles through behavioural finance, Investor behavior during bubbles., Causes of bubbles.	12
Module IV	Neuro finance: , Neural processes during financial Decision making , Future of Neuro finance, Adaptive Market Hypothesis, Forensic Accounting, Origin and growth of forensic accounting , Fraud theories, Motivators of fraud, Triangle of fraud action , Fraud Scale and Fraud Diamond, MICE , Tools in Forensic Accounting, Ratio analysis, Data mining, Benford's Law (specific to forensic accounting) , Forensic Accounting in India Behavioural Corporate Finance: , Approaches to Behavioural corporate finance, Market timing and catering approach , Issues related to valuation, dividend policy, mergers and acquisitions.	14

#### Suggested text books

1.	Prasanna Chandra Behavioural Finance McGraw Hill 3016 / 1st
2.	M. M. Sulphey Behavioural Finance PHI 3014 / 1 <sup>st</sup>
3.	Richard M. Thaler Advances in Behavioural Finance: Volume II Princeton University Press 3005 WilliamsForbes Behavioural Finance Wiley 3009 / 1 <sup>st</sup>
4.	Parag Parikh Value Investing and Behavioural Finance McGraw Hill 3009
5.	Herbert A. Simon, Massimo Egidi, Riccardo Viale, Fondazione Rosselli, Robin Marris. Economics, Bounded Rationality and the Cognitive Revolution Edward Elgar Publishing 3008
6.	Mohnish Pabrai The Dhandho Investor Wiley 3016
7.	James Montier The Little Book of Behavioral Investing: How Not to be Your Own Worst Enemy Wiley 3015
8.	Shuchita Singh, Shilpa Bahi Behavioural Finance Vikas 3018 / 1 <sup>st</sup>
9.	Sujata Kapoor, Jaya Mamta Prasad Behavioural Finance Sage 3019

OEP 3.6.1		<b><i>SOFT SKILLS VALUES AND ETHICS</i></b>	<b>III</b>
<b>Module</b>	<b>Course Content</b>		<b>Hours</b>
Module I	Soft skills determinants- Soft vs hard skills- decision making skills- problem solving skills- positive thinking- negative thinking- lateral thinking and critical thinking.		15
Module II	Goal setting- dreams vs goals- why goals setting fail? Smart Goals- Time Management- Body language- norms of social behavior- good manners and etiquettes Positive thinking & Attitude- Motivation- Character Building- Team building -Effective Team Characteristics.		12
Module III	Personality –determinants, Personality types- Self-esteem- self-empowerment self-confidence. Transactional Analysis- Johari Window. Dale Carnegie and personality Portfolio- Neuro linguistics communication and change.		12
Module IV	Leadership- Components of Leadership- Leadership Skills- Styles of leadership- Groups- Nature- Group Size- Stages of Group Development- Group Roles- Group Norms- Group Cohesion.		14

**Suggested Text Books:**

1.	Yukl G - Leadership in Organisations (Prentice hall- 7th Ed.)
2.	Chakraborty S.K foundations of managerial Work-contributions from Indian thought HPH
3.	Hurlock.- Elizabeth B - Personality Development (Tata McGraw Hill- 1st Ed.)
4.	Udai Pareek - Understanding Organizational Behaviour (Oxford- 2nd Ed.)
5.	Drucker P. Managing in Turbulent times Pan Books India.

OEP 3.6.2	<b><i>BUSINESS PLANNING AND DEVELOPMENT</i></b>	III
<b>Module</b>	<b>Course Content</b>	<b>Hours</b>
Module I	Business Planning- Objectives and need of Business Plan- Business planning overview- Business planning as a change agent - Idea Generation- Brain Storming- Identification of Business opportunities- Business plan process- (Understanding your motivations for preparing a plan - Raising money) Clarifying the company's future - Launching a new venture	15
Module II	Institutional Support: Small Industry financing developing countries- A brief overview of financial institutions in India- Central level & State level institutions- SIDBI- NABARD- IDBI- SIDCO- DIC- Single window.	12
Module III	Financial Support: Sources of long-term finance for a business development- Government role in providing financial support- Schemes & policies provided by the government. Startups - Incubation Centre as a first step of setting up startup firms- Launching of new venture- Make-in-India concept- Digitalization- Virtual enterprise- Stages of venture development & financing	12
Module IV	Policy framework- Policies governing business units- Industrial policies & Strategies relating to Business. Registration & Licensing- Bank & other statutory formalities. Organizing the basic infrastructure such as premises- water- power- transport etc. procurement of machinery & equipment- mobilization of human and material resources- trial run.	14

**Suggested Text Books:**

1.	Donald L. Sexton and Raymond W. Smilor (1986). The Art and Science of Entrepreneurship. Ballinger Pub. Co. Cambridge: Mass.
2.	Anthony C. Warren- Jack M. Kaplan (3006). Patterns of Entrepreneurship Management. Wile
3.	Hisrich- Robert D and Peters Michael P. (3008). Entrepreneurship- Tata-McGraw Hill
4.	Timmons- Jeffry and Spinelli- Stephen (3006). New Venture Creation- Entrepreneurship for

**MASTER OF BUSINESS ADMINISTRATION FINANCE**  
**Choice Based Credit System (CBCS) and Outcome Based Education (OBE)**

**IV Semester**

Sl. no	Course Code	Course Title
1.	DCCF 4.1	International Business and Finance
2.	DCCF 4.2	Corporate Taxation
3.	DCCF 4.3	Investment and Portfolio Management
4.	DCCF 4.4	Corporate Financial Restructuring
6.	DCCF 4.5	Wealth and Forex Management
7.	DCCF 4.7	FinTech and Innovations

DCCF 4.1		INTERNATIONAL BUSINESS AND FINANCE	IV
Module	Course Content		Instruction Hours
Module I	International financial Environment Importance, rewards and risk of international finance, Goals of MNC – Exposure to international risk, International Monetary system, Multilateral Financial Institution, Government influence on exchange rate. International flow of funds Balance of payments (determination of current account, capital account and ORA), International Trade Flows, International Capital Flows, Agencies that facilitate International flows – Equilibrium, disequilibrium and adjustment of Balance of payment and Trade deficits – J Curve Effect.		16
Module II	International Financial Markets, Foreign exchange markets, foreign exchange trading, Cash and Spot exchange markets, foreign exchange rates and quotation, forward Markets, Exchange rate Behavior, Cross Rates, Foreign exchange market participants, arbitrage profit in foreign exchange markets, Swift Mechanism.		15
Module III	Forecasting foreign Exchange rate, International Parity Relationship: interest rate parity, purchasing power parity and fisher effects Forecasting exchange rates. Introduction to Forex Exposure, Transaction exposure, Translation exposure, Economic exposure		12
Module IV	Introduction, Importance of Interest rate risk, Measurement of Interest rate risk, Management of interest rate risk, Covering of risk in the future market, options market. Types of swaps, currency Swaps, Interest Rate Swap. International Capital Budgeting Concept, Problems associated, Evaluation of a project, Factors affecting International Capital Budgeting, Risk Evaluation , Impact on Value.(Problems)		15

#### Suggested Books

1.	Eun and Resnick – International Finance Management (Tata McGraw Hill), 4/e
2.	Jeff Madura International Finance Management (Thomson), 7/e, 3004
3.	P.G. Apte, International Finance Management, (Tata McGraw Hill), 5/e
4.	V. Sharan – International Finance Management, PHI 3/e
5.	Madhu Vij, Multinational Financial Management – Excel
6.	Jain, Periyad, and Yadav – International Finance Management (McMillan)
7.	S P Srinivasan and Dr B Janakiram , International Finance Management (Biztantra Wiley)

DCCF 4.2		<i><b>CORPORATE TAXATION</b></i>	<b>IV</b>
<b>Module</b>	<b>Course Content</b>	<b>Instruction Hours</b>	
Module I	Corporate Tax Planning and Management: Concept of Tax planning, Tax planning with reference to setting up a New Business; Location; Nature of Business; Tax Holiday, etc. Tax Planning with regard to Specific Management Decisions such as Mergers and Takeovers; Employees' Remuneration; Voluntary Retirement Tax Planning with reference to Financial Management Decisions such as Borrowing or Investment Decisions; Reorganization or Restructuring of Capital. ( Problems)	15	
Module II	Profits or Gains from Business or Profession, Income under the head profit and gains of business or professions and its computation, basis method of accounting, scheme of business deductions/ allowance, deemed profits, maintenance of books, Depreciation (Both Theory and Problems) special provisions relating to 44AD, 44AE and 44AF. Problems on computation of income from business/ profession. Computation of taxable income of a firm and partners. Capital gains Income under capital gain, basis of charge, transfer of capital asset, inclusion and exclusion from capital asset, capital gain, computation, theory and problems, slump sale, Exemptions, capital gain in special cases, Securities Transaction Tax(88E)	16	
Module III	Basic Concepts of International Taxation, Residency Issues; Source of Income; Tax Havens; Withholding Tax, Unilateral Relief and Double Taxation Avoidance Agreements, Controlled Foreign Corporation, Advance Rulings and Tax Planning, Authority for Advance Rulings.	12	
Module –IV	Tax aspects of Transfer Pricing, Concepts, Meaning of International Transactions; Computation of Arm's Length Price ; Methods; General Anti Avoidance Rules (GAAR). Discussion on recent cases.	15	

#### **Suggested books**

1.	Systematic Approach to Indirect Tax, Kumar, Sanjeev Text Book of Indirect Tax – Sinha P.K
2.	Dr. Vinod Singhania, Taxman Publication, New Delhi
3.	Girish Ahuja & Ravi Gupta, Bharat Law House, New Delhi
4.	Indirect Taxes : V. S. Datey – Taxman Publication M Vat Subramanian Snow White Publication
5.	Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta
6.	Lal and Vashisht, Direct Tax, Pearson latest edition
7.	Vinod Singhania, Students Guide to Income Tax – Taxman Publications, latest edition
8.	V S Datey – Indirect Taxes – Taxman Publications Latest edition

DCCF 4.3		<i><b>INVESTMENT AND PORTFOLIO MANAGEMENT</b></i>	IV
Module	Course Content		Hours
Module I	Introduction & Concepts: Investment: Meaning, Nature & Objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment Avenues: Marketable & Non marketable Financial Assets. Portfolio Management: Meaning, Attributes, Significance and process of Portfolio Management, Role of Portfolio manager.		15
Module II	Risk & Return Analysis: Elements of Risk & Return, Measurements of Risk & Return, Relationship between Risk and Return. Fundamental Analysis, Technical Analysis, Technical Analysis vs. Fundamental Analysis. Valuation of Bonds and Shares – Bond Valuation: Types, Bond Prices, Bond Return, Risks in Bonds. Equity Valuation: Concept of Present Value, Share Valuation Models (Problems).		14
Module III	Portfolio Analysis & Selection: Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio. Markowitz Portfolio Selection Model: Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model (Problems). Capital Asset Pricing Model (CAPM): Assumptions & Limitations of CAPM. Sharpe, The Single Index Model: Measuring Security Risk & Return, Measuring Portfolio Risk & Return. Factor Models and Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model (Problems).		14
Module IV	Portfolio Revision & Evaluation: Need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies, Portfolio Evaluation: Need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns.		15

### Suggested Reading

1.	Investment analysis and Portfolio Management Chandra, Prasanna (Tata McGraw Hill Publishing Co.Ltd.)
2.	Securities Analysis & Portfolio Mgmt., V A Avadhani ,Himalaya Publications
3.	Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd.
4.	Investment Analysis & Portfolio Management, Ranganathan&Madhumathi ,Pearson Education Pvt.Ltd.
5.	Security Analysis and Portfolio Management, Fischer DE & Jordan R J, Prentice Hall.
6.	Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R ,Tata McGraw Hill Publishing Co. Ltd.
7.	Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown Thomson Learning
8.	Modern Investments and Security Analysis, Fuller R J; Farrel J L ,McGraw Hill

DCCF 4.4	<b><i>CORPORATE FINANCIAL RESTRUCTURING</i></b>	1V
<b>Module</b>	<b>Course Content</b>	<b>Instruction Hours</b>
Module I	Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring. Reasons for restructuring, Significance and Forms of Restructuring, Sell off, Spin, off, Divestitures, Demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and Joint Ventures.(Theory) Dimensions of Corporate Restructuring Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts	12
Module II	Introduction of Merger & Acquisition: Types of Mergers, Merger Motives, Theories of Mergers, Mergers and Industry Life Cycle, Reasons for Failures of M & A. Synergy, Types of Synergy, Value Creation in M&A, SWOT Analysis. Merger Process: Procedure for M & A, Five, Stage Model, Due Diligence, Types, Process and Challenges of Due Diligence, HR Aspects of M & A, Tips for Successful Mergers, Merger Integration , Process of Merger Integration. Valuation (problems) Financial Evaluation of M & A: Merger as a Capital Budgeting, Business Valuation Approaches, Asset Based, Market Based and Income Based Approaches, Exchange Ratio (Swap Ratio), Methods of determining Exchange Rate. (Problem)	15
Module III	Accounting Aspects of Amalgamation: Types of Amalgamations (Amalgamation in the Nature of Merger and Amalgamation in the Nature of Purchase), Methods of Accounting, Pooling of Interest Method and Purchase Method, Calculation of Purchase Consideration (Problems) Acquisitions/Takeover: Types of Acquisition/Takeover (Friendly and Hostile Takeover), Anti-Takeover Strategies, Anti-Takeover Amendments, Legal Aspects of M & A, Combination and Competition Act 3002, The SEBI Substantial Acquisition of Shares and Takeover (Takeover code,3011).	14
Module IV	Legal and regulatory frame work of M & A – provisions of Companies Act 3013, – SEBI Takeover Code, Provisions of Competition Act. Taxation of Mergers, Acquisitions and Amalgamations: Amalgamation, Demerger – Special provisions for computation of cost of acquisition, Conditions for availing loss and depreciation – Tax Neutrality .Accounting aspects of Mergers: Principal methods of Accounting for mergers and acquisitions – Pooling of Interests Method – Advantages and Disadvantages; Purchase method – advantages and Disadvantages – Use of Purchase method, determination of Purchase price, accounting method in India (Problems).	12

#### Suggested Readings

1.	SudiSudarsanam, Value Creation From Mergers And Acquisitions, Pearson Education
2.	Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Restructuring and Corporate Control – Pearson Education, RavindharVadapalli , Mergers acquisitions and Business valuation,Excel books
3.	Valuation for mergers Buyouts & Restructuring,Arzak, Wiley India (P) Ltd.
4.	Merger Acquisitions & Corporate Restructuring,Chandrashekar Krishna Murthy&Vishwanath. S.R, Sage Publication
5.	Weston, Mitchel And Mulherin, Takeovers,Restructuring And Corporate Governance Pearson Education, Shiv Ramu, Corporate Growth Through Mergers And Acquisitions,Response Books



DCCF 4.5	<b><i>WEALTH AND FOREX MANAGEMENT</i></b>	1V
<b>Module</b>	<b>Course Content</b>	<b>Hours</b>
Module I	Introduction to Wealth Management: Meaning, Scope, Components, Process, Needs and Expectation of clients, code of ethics for Wealth Management. Personal Financial Statement Analysis: Financial Literacy, Goals and Planning, Cash flow Analysis, Building financial plans, Lifecycle Management.	12
Module II	Mutual Fund: Meaning, Types, Venture Capital, Private Equity Funds, Edge Funds, Structured products, portfolio management services, Investment and Risk Management: Role of Debt, Deposits and debt securities, valuation of debt securities, Yield and interest rate risk, credit exposure and debt investment.	15
Module III	The Foreign Exchange Management: Organization spot v/s forward markets, bid and ask rates, interbank quotations, Cross rates, merchant rates, FEDIA Regulations, Role of RBI.	14
Module IV	Exchange Rates: Exchange Rates systems, gold standard, Bretton woods, Fixed v/s floating exchange rate systems, determinations of exchange rates, exchange controls (Problems), Foreign Exchange Transactions: Purchase and sales transactions, spot v/s forward transactions, forward margins, interbank deals, cover deals, trading, different types of foreign exchange exposures.	12

#### Suggested Readings

1	Currency Trading for Dummies by Brian Dolan.
2	Day Trading and Swing Trading the Currency Market by Kathy Lien.
3	Japanese Candlestick Charting Techniques by Steve Nison.
4	How to Make a Living Trading Foreign Exchange by Courtney Smith.
5	Forex Trading: The Basics Explained in Simple Terms by Jim Brown.
6	Currency Trading for Dummies by Brian Dolan.

DCCF 4.6	<b><i>FINTECH AND INNOVATIONS</i></b>	1V
	<b>Course Content</b>	<b>Hours</b>
Module I	Introduction to Fintech Meaning, nature and scope of fintech Evolution of FinTech, FinTech Evolution 1.0: Infrastructure, FinTech Evolution 2.0: Banking industry, FinTech Evolution 3.0 and 3.5: Startups and Emerging Markets, Importance of FinTech, Global FinTech Investment, Main FinTech Hubs.	15
Module II	Digital Finance and Alternative: Introduction, A Brief History of Financial Innovation, Digitilization of Financial Services, Fin Tech and Funds, How AI is Transforming the Future of Fin Tech (Microsoft), How Will AI Transform Financial Analysis?, Ensuring Compliance from the Start: Suitability and Funds, Crowd funding – Regards, Charity and Equity, P2P and Marketplace Lending.	14
Module ,III	Fin Tech Reshaping Financial Services Industry-I Fin Tech in Payment Industry-Multichannel digital wallets, applications supporting wallets , onboarding and KYC application, Fin Tech in Lending Industry- Formal lending, Informal lending, P2P lending, POS lending, Online lending, Payday lending, Microfinance, Crowd funding,	15
Module IV	Technology Disruptions Enabling Fin Tech Innovations :4G and 5G networks Fin Tech Opportunities, transforming customer experience using Mobile Applications and smart phones, embedded sensors and social media, Cloud computing, Web 2.0, Rapid Web Design, JavaScript Technologies, IoT, Big Data, analytics and AI and Block chain.	14

#### **Suggested Readings**

1.	John C. Hull. Options, Futures and Other Derivatives (Eighth ed.). Pearson Education.
2.	Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
3.	Redhead, K. Financial Derivatives, An introduction to futures, forwards, options, swaps. Prentice Hall of India
4.	R. Madhumathi, M. Ranganatham. Derivatives and risk Management(1st ed.)
5.	McDonald, Derivatives Markets, (latest ed.), Pearson.
6.	Robert Reitano, 3015, Introduction to Quantitative Finance, MIT Press.
7.	Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems (latest ed.), PHILearning Publications
8.	Futures and Option Markets, John C. Hull, Pearson Education

## Guidelines for Internship / Project work

### *OBJECTIVE –*

To expose the students to understand the working of the organization/ company / industry and take up an in-depth study of an issue / problem in the area of specialization.

### *GENERAL GUIDELINES*

1. The project work shall be taken immediately after the completion of 3rd Semester Examinations.
2. No two students of a university / institute shall work on the same problem in the same organization.
3. The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
4. The total number of reports to be prepared is **Two copies - hard bound copy and CD** is to be submitted to the University.
5. Before taking the final printout the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obliged to sign the report.
6. Do not insert transparency sheets in the report. Do not use spiral binding.
7. Freelance projects are exempted.

On completion of the project work, student shall prepare a report with the following format.

The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.

- All the reports shall be printed in the A4 size 1" margin on all the sides.
- The report shall be hard bound facing sheet indicating the title and logo of the institution.
- A certificate by the guide, Chairman, and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization.
- Acknowledgement

### Executive Summary

. The project report shall not exceed 100 pages.

3. The Project work shall be on a topic in the area of specialization specified in the syllabus adopted by the

candidate.

## **Contents of the Report**

### *Chapter-I - will include*

- General Introduction
- Broad Industry profile
- Statement of the problem
- Objectives of the study
- Scope of the Study
- Hypothesis if framed
- Methodology- Tools and techniques used
- Sample size and sampling unit.
- Limitations of the study

### *Chapter -2 - Literature Review*

#### **Chapter -3 - Company profile -**

- Background and inception of the company
- Nature of the business carried
- Vision, Mission, objectives and Quality Policy of the company.
- Products/ Services Profile
- Area of Operation – Global / National / Regional
- Ownership Pattern/ organizational hierarchy
- Competitors Information
- Infrastructural Facilities
- Achievement/Award if any
- Future growth and prospects.

#### **Chapter -4 - Theoretical / conceptual study to the topic**

- SWOT analysis of the company

### *Chapter -5*

- Data Analysis and interpretation – graphs, charts, Bar diagram

### *Chapter-6*

- Findings suggestions/ recommendations
- and conclusionsThe report should include
- Bibliography, References, Annexure, copy of the questionnaire. etc

# **FORMATS**

*(COVER TITLE PAGE & INNER TITLE PAGE FORMAT)TUMKUR*

*UNIVERSITY TUMKUR*

TOPIC of the project .....

Project Report submitted in partial fulfillment of the requirements for the award of MBA degreeSubmitted by

.....

IV Semester MBA

Reg.No.....

Name of Guide & designation .....

30.....

## *B) DECLARATION*

I ..(Name of Student) ....., hereby declare that the contents of this dissertation entitled ".....

(Topic) ..... "are the outcome of my original research work. Further, this report has not been submitted to any Institution or University for award of any degree.

Place .....

(Signature)

Date .....

## *C) CERTIFICATE BY THE GUIDE*

This is to certify that the dissertation entitled "..... (Topic) ..... " is an original research work undertaken by ..... (Name of Student) ..... in partial fulfillment of MBA Course requirement of Tumkur University. Throughout the process of research study, the candidate has worked under my direct supervision and guidance.

Place .....

(Signature)

Date .....

(Name of Guide)

SEMESTER M.B.A. Degree Examination,  
November/December 20\_\_  
(CBCS Scheme- New)  
Management (Finance)

Paper GCCF

[Time: 03 Hours]

[Max. Marks:70]

## SECTION – A

1. Answer any **FIVE** questions. Each question carries **2** marks: (5 x 2 = 10)

- a)
- b)
- c)
- d)
- e)
- f)
- g)
- h)

## SECTION – B

Answer any **FOUR** questions from the following. Each question carries **5** marks: (4 x 5 = 20)

- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

## SECTION – C

Answer any **THREE** questions from the following. Each question carries **10** marks: (3 x 10 = 30)

- 8.
- 9.
- 10.
- 11.
- 12.
- 13.

## SECTION – D

Compulsory (Case Study):

(1 x 10 = 10)

- 14.

\_\_\_\_\_ SEMESTER M.B.A. Degree Examination,  
November/December 20\_\_\_\_  
(CBCS Scheme- New)  
Management (Finance)

Paper SEC\_\_\_\_\_

[Time: 1 and Half Hours]

[Max. Marks:35]

SECTION – A

1. Answer any FIVE questions. Each question carries 2 marks: (5 x 2 = 10)

- a)
- b)
- c)
- d)
- e)
- f)
- g)

SECTION – B

Answer any Three questions from the following. Each question carries 5 marks: (4 x 5 = 15)

- 2.
- 3.
- 4.
- 5.

SECTION – C

Answer any One questions from the following. Each question carries 10 marks: (1 x 10 =10)

- 6.
- 7.

Covering Page

**University Logo**

**Tumkur University, Tumkur**

**Ability Enhancement Course - Organization Analysis**

**Name of the Organization-----**

**Submitted to Tumkur University in partial fulfilment of the  
requirement for the award of Degree of**

**Master of Business Administration**

**Submitted by**

**Register number**

---

**Under the Guidance of**

---

**Department of Studies and Research in Business Administration**

**Tumkur University, Tumkur**

**Year ---**



## **Certificate to be included in the report**

- Declaration to be provided by the student
- Guide certificate
- Certificate from the chairman
- Acknowledgement
- content page

## **FORMAT OF SUMMER INTERNSHIP PROJECT**

- 1. Certificate from student date of project (start and completion of the project)**
- 2. Declaration by the student with students' signature and date**
- 3. Certificate of the Company's Mentor/Guide with date and signature**
- 4. The signature of Faculty Guide**
- 5. Acknowledgement**

### **Contents**

Abstract/Executive Summary:  
Brief overview of the project

#### **Chapter-1**

Introduction about the industry/ sector to which the organization belongs  
Objectives  
Need and Significance  
Methodology  
Limitations

#### **Chapter -2**

Profile of the organization  
Vision Mission and goals of the organization  
Codes & policies  
Organizational Hierarchy  
Quality initiatives  
R&D/ Innovations  
Departments /Sections  
Products and their markets  
Diversification  
Competitors  
Marketing Mix / Marketing strategies  
Distribution policy/ channels  
People philosophy / HR policy (Recruitment, Training, career planning, compensation Plans, welfare measures, performance appraisal, techniques of Motivations, etc)

Career opportunities

Financial analysis (Capital, working capital management, financial performance etc)

CSR activities of the organization

Sustainability

Future plans

### **Chapter-3**

Problem identified

Key findings

Summary - Findings, conclusions, suggestions, and future leads.

Implications of the study

Reference & Bibliography

Appendix/Annexures

Appendix/Annexures should include Survey Questionnaire and other related reference.

Covering Page

**University Logo**

**Tumkur University, Tumkur**

**Summer Internship Project on**

**Name of the Organization-----**

**Submitted to Tumkur University in partial fulfilment of the  
requirement for the award of Degree of**

**Master of Business Administration**

**Submitted by**

**Register number**

---

**Under the Guidance of**

---

**Department of Studies and Research in Business Administration**

**Tumkur University, Tumkur**

**year**

# **Ability enhancement Course**

## **Organizational Analysis Report Format**

### **Contents**

Abstract/Executive Summary:  
Brief overview of the project

### **Chapter-1**

Introduction  
Background of the project  
Objectives  
Need and Significance  
Methodology

### **Chapter -2**

Profile of the organization  
Registered office/ area of location/ Number of Branches/ sister concern  
Vision Mission and goals of the organization  
Codes & policies  
Organizational Hierarchy  
Quality initiatives  
R&D/ Innovations  
Products/ product diversification  
Geographical coverage  
Competitors  
Marketing strategies  
Distribution policy/ channels  
Marketing Mix  
Departments /Sections  
People philosophy / HR policy  
Career opportunities  
Financial analysis  
CSR activities of the organization  
Sustainability  
Future plans if any

### **Chapter-3**

Organizational analysis through McKinsey 7's frame work

## **Chapter -4**

Key findings

Suggestions if any

Learning Outcomes

Conclusions

References if any

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