

**NEW SYLLABUS
MBA(FINANCIAL MANAGEMENT)**

**P. G. DEPARTMENT OF COMMERCE
UTKAL UNIVERSITY
VANIVIHAR**

P. G. DEPARTMENT OF COMMERCE
Course Curriculum for MBA (Financial Management)
(Choice Based Credit System)

SEMESTER-I

Marks

Code	Course Name	Credits	Internal	External
1.1	Management Concept & Organisation Behavior(MCOB)	4	30	70
1.2	Economic Analysis for decision Making(EADM)	4	30	70
1.3	Financial Accounting & Reporting(FAR)	4	30	70
1.4	Quantitative Techniques for Management (QT)	4	30	70
1.5	Marketing Management (MM)	4	30	70
1.6	Financial Management (FM)	4	30	70
1.7	Business and Financial Environment (BFE)	4	30	70
1.8	Financial Markets and Institutions (FMI)	4	30	70

SEMESTER-II

Marks

Code	Course Name	Credits	Internal	External
2.1	Accounting for Managerial Decisions (AMD)	4	30	70
2.2	Investment Analysis & Equity Research(IAER)	4	30	70
2.3	Risk & Insurance Management (RIM)	4	30	70
2.4	Mutual Fund Portfolio Management (PM)	4	30	70
2.5	Business Regulatory Framework(BRF)	4	30	70
2.6	Entrepreneurship & Project Management (EPM)	4	30	70
2.7	Research Methodology & Report Writing (RMRW)	4	30	70
2.8	ICT, Soft Skills & Business Communication(ISBC)	4	30	70

SEMESTER-III

Marks

Code	Course Name	Credits	Internal	External
3.1	Strategic Management (SM)	4	30	70
3.2	Merchant Banking & Financial Services (MBFS)	4	30	70
3.3	Financial Derivatives & Risk Management (FDRM)	4	30	70
3.4	International Financial Management (IFM)	4	30	70
3.5	Tax Planning & Management (TPM)	4	30	70
3.6	International Accounting and Corporate Reporting (IACR)	4	30	70
3.7	(A)Corporate Restructuring & Financial Reengineering (CRFR)	4	30	70
	(B) Human Resources Management(HRM)			
3.8	Summer Internship Training Report(SITR)	4		100

SEMESTER-IV

Marks

Code	Course Name	Credits	Internal	External
4.1	Corporate Governance and Business Ethics (CGBE)	4	30	70

4.2	Commodity Market and Futures(CMF)	4	30	70
4.3	Marketing of Financial Services(MFS)	4	30	70
4.4	Accounting Standard and I.F.R.S.(ASIFRS)	4	30	70
4.5	Retail Management (RM)	4	30	70
4.6	(A)Wealth Management(WM)	4	30	70
	(B)Monetary & Fiscal Policy (MFP)(Outside Department)	4	30	70
	(C)Agriculture Finance (AF)	4	30	70
4.7	(A)MACROECONOMICS AND POLICY	4	30	70
	(B)Infrastructure Finance (IF)	4	30	70
	(C)Inclusive Finance(IF)	4	30	70
4.8	Final Project and Viva Voce (Dissertation, Viva Voce)-100	4		100

SYLLABUS

MBA(FINANCIAL MANAGEMENT)

FIRST SEMESTER

MFC 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR (MCOB)

Objective :- The objective of this course is to help students understand the conceptual framework of Management and Organisational Behaviour.

Course Input

UNIT –I Schools of Management Thought : Scientific, Process, Human behavior and Social System School ; Decision Theory School; Quantitative and System School; Contingency Theory of Management; Functions of a Manager.

Managerial Functions : Planning-concept, Significance, Types; Organizing-concept, Principles, Types of Organizations, Authority, Responsibility, Power Delegation, Decentralization; Staffing; Directing; Coordination; Control-nature, Process and Techniques.

UNIT – II Organisational Behaviour : Organisational Behaviour-Concept and Significance; Relationship Between Management and Organisational Behaviour; Emergence and ethical perspective; Attitudes; Perception; learning; Personality.

Motivation : Process of Motivation; Theories of Motivation- need Hierarchy Theory, Theory X and Theory Y, Two factor Theory, Alderfer's ERG Theory, McClelland's Learned Need Theory, Victor Vroom's Expectancy Theory, Stacy Adams Equity Theory.

UNIT –III Group Dynamics and team Development : Group Dynamics – Definition and Importance, Types of Groups, Group Formation, Group Development, Group Composition, Group Performance Factors; Team Development.

Leadership : Concept; Leadership Styles; Theories – Trait Theory, Behavioural Theory, Fielder’s Contingency Theory; Hersey and Blanchard’s Situational Theory; Managerial Grid; Likert’s Four Systems of Leadership.

UNIT- IV Interpersonal and Organisational Communication : Concept of Two-way Communication; Communication Process; Barriers to Effective Communication; Types of Organisational Communication; Improving Communication; Transactional Analysis in Communication.

UNIT – V Organisational Conflict : Dynamics and Management ; Sources, Patterns, Levels and Types of Conflict; Traditional and Modern Approaches to Conflict; Functional and Dysfunctional Organisational Conflicts; Resolution of Conflict.

Organisational Development : Concept; Need for Change, Resistance to Change; Theories of Planned Change; Organisational Diagnosis; OD Intervention.

Course Outcomes - On successful completion of the course the students shall be able to:

- 1) Understand the basic concepts of Management.
- 2) Describe the planning process to make decisions.
- 3) Distinguish between different organizational structures.
- 4) Know the group dynamic and different leadership style.
- 5) Diagnosis organisational conflicts and need of change.

References :

1. Griffin, Ricky W : Organisational Behaviour, Houghton Mifflin Co., Boston.
2. Hellreigel, Don John W. Slocum Jr. and Richards W. Woodman: Organisational Behaviour, South Western College Publishing, Ohio.
3. Hersey, Poul, Kenneth H. Blanchard and Dewey E. Johnson Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
4. Koontz, Harold, Cyril O’Donnell and Heinz Wehrich: Essentials of Management, Tata McGraw-Hill, N. Delhi
5. Luthans Fred: Organisational Behaviour, Tata McGraw-Hill, New Delhi.
6. Newstrom, John W. and Keith Davis: Organisational Behaviour, Human Behaviour at work, TMH, N. Delhi.
7. Robbins, Stephen P. and Mary Coulter: Management, Prentice Hall, New Delhi
8. Robbins, Stephen P. and Mary Coulter: Management, Prentice Hall, New Delhi
9. Steers, Richards M. and J. Stewart Balck: Organisational behavior, Harper Collins College Publishers, NY
10. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, PH, New Delhi.
11. Thom Hill: “Managing Change”, Pearson Education, New Delhi.
12. Green Berg: “Behaviour in Organisation”.
13. Ivancevich JM, Konopaske R and Matteson MT : Organisation Behaviour and Management, Tata McGraw Hill 7th Edition, 2006.
14. Aswathappa K : Organisational Behaviour, Himalaya Publishing House.
15. Prasad LM :Organisation Behaviour, Sultan Chand, New Delhi.

16. Moorhead G & Griffin R.W: Organisational Behaviour, Managing people & Organisation, AITBS Publishers & Distributors, New Delhi.
17. Vashish N,: Student's Guide to Management, Taxmann Allied Services Pvt. Ltd., New Delhi.

MFC 1.2 ECONOMIC ANALYSIS FOR DECISION MAKING (EADM)

Objective :- This course develops managerial perspective to economic fundamentals as aids to decision making under given environment.

Course Input

- UNIT –I Nature and Scope of Managerial Economics : Economic Theory and Managerial Theory: Managerial Economist's Role and Responsibilities; M.E. and Decision Making, Nature of Economic Problem and Economic Analysis, Economic Concepts and Principles. Objective of a firm; The Nature of Firm, Theories of Firm, Maximizing Verses Satisfying. The Concept of Economic Profit, Measurement and Policies on profit Maximization.
- UNIT –II Demand Analysis : Individual and market demand functions; Law of demand, Determinants of demand: Elasticity of demand- Its meaning and importance; Price elasticity, Income elasticity and Cross elasticity; Using elasticity in Managerial Decisions. Demand Function, Demand Estimation, Expert Opinion, Market Experiments , Surveys, Demand forecasting technique.
- UNIT-III Production Theory: Production function- Production function with one and two variable inputs; Cobb-Doughlas Production Function; Estimation of Production Function; Cost Concept , Cost Distinctions, Cost Function.
- UNIT-IV Price Determination under Different Market Conditions: Characteristics of different Market Conditions : Characteristics of different market structures; Price and output decisions under perfect competition, Monopolistics Competititon and monopoly.
- Pricing Practices :Methods of Price determination, Pricing of Multiples products; Price Discrimination; International Price Discrimination and dumping; Transfer Pricing.
- UNIT- V Business Cycles : Nature and Phases of a Business Cycle; Theories of Business Cycles. Inflation: Definition, Characteristics and Types; Inflation in terms of Demand pull and Cost-push factors; Effects of Inflation, Monetary and Fiscal Policies to curb inflation. Economic Environment in India since 1991. Need to reform the reforms, New Economic Policy, Economic Integrated and Preferential Trading Arrangement, International Trade Policy.

Course Outcomes –

On successful completion of the course the students shall be able to:

- 1) Apply economic analysis for developing management policy.
- 2) Illustrate economic behavior at the individual, firm and policy levels
- 3) Employ the 'economic way of thinking' for managerial decision making.

- 4) Relate the characteristics of different market structures and their implications for the firm's pricing decision.

References :

1. Baumol, William J: Economic Theory and Operations Analysis, PH, London
2. Baya, Michael R: managerial Economic and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O. P.: Managerial Economics, Tat McGraw Hill, Delhi
4. Dean Joel: managerial Economics, prentice Hall, Delhi
5. Dholakia R.H. and A. L. Oza: Micro Economic for Management Students, Oxford University Press, New Delhi.
6. Eaton, B. Curtis and Diane Faton: Micro Economics, PH, Delhi
7. Gough J. and S. Hills: Fundamentals of Managerial Economics, MacMillan London
8. Haynes, W.W., V.L. Mote and S. Paul: Managerial Economics, PH, Delhi
9. Petersen H., Craig and W. Cris Lewis: Managerial Economics, PH, Delhi
10. Salvatore Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
11. Varian H. R.: International Microeconomics, Vikas Publishing House, New Delhi.
12. Dwivedi, D. N.: Managerial Economics, Vikas Publishing House, new Delhi.
13. Vershney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.
14. Adhikary M.: Business Economics, Excel Books, New Delhi.

MFC 1.3 FINANCIAL ACCOUNTING & REPORTING (FAR)

Objective: - The objective of this course is to enable students understand accounting principles, tools and techniques used for taking business decisions.

Course Input

- UNIT –I Introduction : Accounting; the language of business and information system; nature, Scope and Importance of Financial Accounting; Generally Accepted Accounting Principles; Accounting Equation; Accounting Standards.
Accounting Books: Journal, Ledger and Subsidiary Books.
- UNIT-II Final Accounts : Preparation of Trial Balance; Classified Profit and Loss Account and Balance Sheet; Bank Reconciliation Statement.
- UNIT-III Final Accounts of Companies – Profit & Loss A/C, Balance Sheet and Cash Flow Statement.
- UNIT – IV Computerized Accounting : Final Accounts of Non-Profit Organizations.
- UNIT – V Financial Statement Analysis : Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Corporate Financial Reporting. Course Outcomes –

On successful completion of the course the students shall be able to:

- 1) Describe the Accounting terms and Accounting principles
- 2) Summarize the financial transactions in terms of Financial Statements

- 3) Prepare different financial statements of the organisations manually and using computer software
- 4) Interpret Financial Statements by using different financial tools and techniques

References :

1. Narayana Swamy : Financial Accounting, PHI.
2. Benerjee, Ashok: “Financial Accounting: A Managerial Emphasis”, Excel Books.
3. Bhattacharya: Accounting for Management, Vikas
4. Dr. Jawahar Lal: Accounting for Management, Himalaya Publishing House.
5. Horngren Sunderm Elliott: Introduction to Financial Accounting, S. Chand
6. Jawahar Lal & Srivastava Seema : Financial Accounting, S. Chand.
7. Maheswari: Accounting for Management, Taxman
8. Mohd. Arif Pasha : Accounting for Managers, Virnda
9. Ashok Sehgal & Deepak Sehgal: Financial Accounting, Taxman
10. Ramachandran, Kakani : Financial Accounting for Management, Tat McGraw
11. Reimers: Financial Accounting, Pearson Education.
12. Tulsian: Financial Accounting, Pearson Education
13. Srinivasan N. P. and Murugan S., Accounting for Management, S. Chand
14. Vinayakarm N. and Charumati B., Financial Accounting, S. Chand.

MFC 1.4 QUANTITATIVE TECHNIQUES FOR MANAGEMENT (QTM)

Objective :- The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

Course Input

- UNIT-I Data Sources: Primary and Secondary; Primary Data Collection Techniques-Schedule, Questionnaire and Interview.
- Univariate Analysis: An overview of Central Tendency, Dispersion and Skewness..
- UNIT-II Correlation and Regression Analysis : Two Variable cases.
- Index Numbers: Meaning and Types; Weighted aggregate indices-Laspeyre’s and Paasch’s indices; Laspeyre’s and Paasch’s indices compared; Indices of weighted average of (price-quantity) relatives; Test of adequacy; Special problems – Shifting the base; Splicing Overlapping Index Series; Uses and problems.

- UNIT-III Probability Theory: Probability-classical, relative and subjective probability; Addition and Multiplication Probability Models; Conditional Probability and Baye's theorem.
- Probability Distributions: Binomial, Poisson and Normal Distributions; Their Characteristics and Applications.
- Statistical Decision Theory: Decision Environment; Expected profit under uncertainty and assigning probabilities; Utility Theory.
- UNIT – IV Sampling: Sampling and Sampling (Probability and Non-probability) methods; Sampling and non-sampling errors; Law of large numbers and central limit Theorem; Sampling distributions and their characteristics.
- Statistical Estimation and testing: Point and Interval Estimation of Population Mean, Proportion and Variance; Statistical Testing- Hypothesis and errors; Sample Size; Large and Small Sampling tests- Z test, T tests
- UNIT – V Non Parametric Tests : Chi-square tests; Sign tests; Wilcoxon Signed – Rank tests; Wald-Wolfowitz tests; Kruskal-Wallis test.
- Statistical Quality Control: Causes of variations in quality characteristics; Quality control chart-purpose and logic; Constructing a control chart-Computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes-fraction defectives and number of defects; Acceptance sampling.

Course Outcomes –

On successful completion of the course the students shall be able to:

- 1) Prepare questionnaire, collect and classify data.
- 2) Describe the data using descriptive statistics.
- 3) Use data for business forecasting
- 4) Solve business related problems under risk and uncertain environment.
- 5) Interpret Business situations using samples and draw inferences

References :

1. Heinz Kohler: Statistics for Business and Economics, Harper Collins, New Delhi.
2. Hien, L. W.: Quantitative Approach to Managerial Decisions, PH New Jersey
3. Hooda, R.P: Statistics for Business and Economics, Macmillan, New Delhi.
4. Kothari C. R.: Quantitative Techniques.
5. Lawrence B. Morse: Statistics for Business & Economics, Harper Collins, NY
6. Levin, Richards I, and David S Rubin: Statistics of Management, PH, Delhi
7. Viswanatham "Business Statistics: An Applied Orientation", Pearson Education, New Delhi.
8. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press.

MFC 1.5 MARKETING MANAGEMENT (MM)

Objective :- The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Input

- UNIT –I Basics of Marketing: Meaning, Importance, Scope of Marketing; Marketing elements and Strategies, Marketing Environment; Marketing and Economic Development Process; Marketing Organisation.
- UNIT-II Marketing Management and Consumer Behaviour: Marketing Management Process: Planning & Market Segmentation, Marketing Research & Marketing Information System; Consumers Behaviour and Marketing Strategies.
- UNIT-III Product Management and Pricing Strategies : Meaning and Importance of product decision, Product Classification, Product Life Cycle (PLC) and Marketing Strategies; Branding & Packaging; Pricing objectives, Factors of Pricing Methods and Pricing Policies.
- UNIT – IV Promotion & Placement Strategies: Meaning and Importance of Communication and Promotion, Elements of communication, Tools of Promotion, Objectives and Strategies of Promotion; Meaning and Importance of Distribution, Physical Distribution System, Wholesaling and Retailing Practices in India.
- UNIT – V Marketing in Indian Practice: Rural & Agricultural Marketing ; International Marketing; Cyber Marketing; Co-operative Marketing; Green Marketing.

Course Outcomes - On successful completion of the course the students shall be able to:

- 1) Describe the basic concepts of marketing.
- 2) Discuss marketing environment, marketing research process and customer value
- 3) Employ the concepts of consumer behavior to choose the relevant STP strategy
- 4) Apply the concepts of Product Mix in Marketing Decision Making
- 5) Differentiate the Indian marketing practices and emerging marketing conditions.

References:

1. Etzel, M.J.: Marketing Concepts and Cases, Tata McGraw Hill, New Delhi.
2. Keegan: Global Marketing Management, Pearsons, New Delhi.
3. Kotler Philip and Armstrong Gary: Principles of Marketing, Pearsons, New Delhi, 2006.
4. Kotler, P.: Marketing Management, Pearsons, New Delhi
5. Kumar: Marketing & Branding, Pearsons, New Delhi
6. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi
7. Mathur : Strategic Marketing Management, McMillan.
8. Mohr: Marketing of Higher Technology products and Innovations, Pearsons, New Delhi
9. Perreault, W. D. and mc Carthy, E.J.: Basic Marketing Tata McGraw hill, 2007, New Delhi
10. Ramaswamy and Namakumari: Marketing Management, Macmillan, New Delhi
11. Ramaswamy and Namakumari: Marketing Management, Macmillan, Calcutta.
12. Saxena, R: Case Studies in Marketing: The Indian Context, PH, New Delhi
13. Srinivasan : Case Studies in Marketing Prentice Hall of India, New Delhi

14. Stanton, William: Fundamental of Marketing : Tata McGraw Hill Publication, New Delhi
15. Mc Carthy: Marketing Management.
16. Pillai R. S. N. and Bagavathi., Modern Marketing: Principles and Practices, S. Chand.

MFC 1.6 FINANCIAL MANAGEMENT (FM)

Objective :- The objective of this course is to enable the students to understand the fundamentals of financial management in the context of a corporate entity. It attempts to acquaint them with different dimensions of financial management with a focus on the application of the relevant tools and techniques of financial decision making aimed at shareholder's wealth maximization.

Course Input

- UNIT –I Introduction : Nature and Scope of Financial Management; Financial Goals- Conflict of interest between the stakeholders; Functions of Financial Manager, Changing Financial Environment, Emerging Challenges faced by the Finance Manager.
- UNIT-II Financing Decisions: Sources of Long Term Capital Equity, Debt, Term Loan, Preference share, Hybrid Securities, Internal Funds- Issues relating Financing Decisions.
Cost of Capital : Computation of Cost of Equity-cost of Debt-Cost of Preference Capital- Cost of Internal Reserve Weighted Average Cost of Capital.
- UNIT-III Leverage and Capital Structure Analysis : Analysis of Operating Leverage and Financial Leverage-Combined Financial and Operating Leverage.
Concept of Capital Structure: Determinants, Theories of Capital Structure, Relevance and Irrelevance, Problems of Optimal, Capital Structure.
- UNIT – IV Long Term Investment Analysis : Investment idea Generation – Tools and techniques of Analysis- Risk Analysis in Capital Investment Decisions.
Dividend Decisions: Issues in Dividend Decisions-Models and Theories of Dividend-Forms of Dividend- Corporate Dividend Behaviour.
- UNIT – V Short Term Asset Management: Strategic Planning and Estimation of Short-Term Funding. Need –Financing Sources – Computation of Cost of Short term Fund..
Management of Cash, Inventory and Receivables.

Course Outcomes - On successful completion of the course the students shall be able to:

- 1) Recognize the importance of financial management from a strategic perspective
- 2) Compute cost of capital and develop innovative financial strategies
- 3) Analyze the capital structure decisions through relevant models
- 4) Discuss the dividend policy of a firm
- 5) Take both long-term and short-term financing decisions

References :

1. Arnold, G.C: Corporate Financial Management, Financial Times Pitmom Publishing.

2. Atrill, P; Financial Management for Non-Specialists, Prentice Hall.
3. Besant Raj. A: Corporate Financial Management, Tata McGraw Hill.
4. Block & Hirt: Foundation of Financial Management, Irwin Homewood.
5. Boltmam & Conn: Essentials of Managerial Finance, Hongnton & Mifflin.
6. Brealy, R. A. and Myers, S: The principle of Corporate Finance, McGraw Hill Internal.
7. Brigham and Ehrhardi: Financial Management- Theory and Practice, Thompson.
8. Brigham and Houston: Fundamentals of Financial Management, Thompson
9. Chandra Prasanna: Financial Management, Tata McGraw.
10. Cooper, Kaplani and E: mastering Finance, Financial Times
11. Damodaran Aswath: Applied Corporate Finance, Wiley Student Edition
12. E. J. McLancy: "Business Finance: Theory and Practice". Pearson Education.
13. Gitmam, L. J.: Principles of Management Finance, Addison-Wasley
14. Higgins, R. C: Analysis on Financial Management, Irwin, McGraw Hill
15. Hompton, John: Financial Decision making: Concept, problem & Cases, Prentice hall India.
16. Joseph, P. Ogden, Frank.C.Jen and Philip, F.O'Conner : Advanced Corporate Finance: Policies and Strategies, Pearson Education
17. Khan & Jain: Financial Management, Tat McGraw

In addition, the students are expected to refer to RBI Bulletins, Economic Times and Other Business Newspaper and Finance related Journals and Magazines on a regular basis to keep themselves update about the recent developments.

MFC 1.7 BUSINESS AND FINANCIAL ENVIRONMENT (BFE)

Objective :- The develops ability to understand and scan business environment analysis opportunity and take decisions under uncertainty.

Course Input

- UNIT –I Glimpse of Business Environment : Business in 21st Century, Relevance of Business Environment, Types of Business Environment, Scanning of Business Environment.
- UNIT-II Economic Environment: Fiscal Policy, Monetary Policy, Physical Policy, Industrial Policy.
- UNIT-III Government and Business : Social Responsibility of Business, Institutional Framework of Business, Globalization and Indian Business, MNC, Economic Planning in India.
- UNIT – IV National Economic Planning in India: Business Economic Problems in India, Poverty, Unemployment-Infrastructure, Inflation, Industrial Sickness, Non Economic Policy.
- UNIT – V Institutional Support & Business, WTO, Trading Blocks IBRD/World Bank & IMF, UNCTAD, MNCs, Regional Associations/Centres.

Course Outcomes - On successful completion of the course the students shall be able to:

- 1) Analyse the business environment of 21st Century
- 2) Differentiate between Fiscal Policy, Monetary Policy, Physical Policy, Industrial Policy
- 3) Examine institutional framework of business with global perspective
- 4) Understand the problems of Poverty, Unemployment, Infrastructure, Inflation, Industrial Sickness
- 5) Institutional support system for business in country.

References :

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia, I. J : Industrial Growth in India, Oxford University Press, Delhi
3. Alagh, Yoginder K :Indian Development Planning and Policy, Vikas Publ., New Delhi
4. Aswathasppa, K: legal Environment of Business, Himalaya Publication, Delhi
5. Chakravarty, S: Development Planning, Oxford University press, Delhi
6. Daniels “International Business, Environment and Operations”, Pearson Education, new Delhi
7. Dhingra: The Indian Economy, Sultan Chand
8. Hanke: Business Forecasting, PHI.
9. Ghosh, Economic Environment of Business, Vikas
10. Ghosh, Biswanath: Economic Environment of Business, Vikas Publ, New Delhi
11. Govt. of India; Economic Survey, Various Issues
12. K. Aswathappa, Essential of Business Environment , Himalaya Publicationa
13. Mishra & Puri: Economic Environment of Business, Himalaya Publication
14. Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillan, new Delhi
15. Sengupta Government and Business, Vikas
16. Sengupta, N. K. Government and Business In India, Vikas Publication.

MFC 1.8 FINANCIAL MARKETS AND INSTRUMENTS (FMI)

Objective :- This course aims to provide students with an understanding of the structure, organization and working of financial markets and institutions in India.

Course Input

- UNIT –I Introduction : Nature and role of financial system; Financial Markets; Financial system and Economic development; Indian Financial System and Overview, Measuring the health of the Financial System.
- Financial Markets : Money and Capital markets; constituents, function and instruments; Recent trends in Indian Financial Market, Regulation of the Indian Financial Market.
- UNIT-II Reserve Bank of India: Management and basic functions, Regulatory Role of RBI.
- Commercial Banks: Functions; Present structure of banking; Recent developments and challenges in commercial banking.
- UNIT-III Development Banks : Concept; Objectives, and functions of development banks; IFCI, SIDBI; State Development Banks, State Financial Corporations, Changing role and challenges faced by DFI's.
- Insurance Sector: Objectives, Functions, Changing Role, Risk Management; Insurance Regulatory and Development Authority Role and Functions.
- UNIT – IV Non-Banking Financial Institutions : Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; Investment policies of non-banking financial institutions in India and recent guidelines.

Mutual Funds : Concept, Performance appraisal and regulation of mutual funds(with special reference to SEBI guidelines); Designing and Marketing of mutual funds schemes; Latest mutual fund schemes in India-an overview.

UNIT – V Merchant Banking : Concept, function and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.
Foreign Investments: Types, trends and implications; Regulatory framework for foreign investments in India, FII, FDI, ADR, GDR and other sources of Funds.
Implications of Foreign Investment in the Indian Economy.

Course Outcomes - On successful completion of the course the students shall be able to:

- 1) Explain the functioning of Financial System
- 2) Distinguish various types of financial institutions and services
- 3) Demonstrate analytical skills relating to mutual fund industry
- 4) Describe different merchant banking services and SEBI guidelines

References :

1. Gordon and Natarajan, Financial Markets and Institutions, Himalayan Publishing House.
2. Fabozzi, F. J. Modigliani, F., Jones F.j and Feri MG, Foundation of Financial Markets & Institutions, PE, Delhi
3. Srivastava R & Nigam D, Management of Indian Financial Institutions, Himalayan Publishing House.
4. Mishkin FS & Eakins S.G., Financial Markets+ Institutions, PE, new Delhi
5. Avadhani: Investment and Securities Markets in India, Himalaya Publication , Delhi
6. Averbach, Robert D; Money, banking and Financial Markets; Macmillan , London
7. Bhole, L. M. : Financial Markets and Institutions, Tata McGraw Hill, Delhi
8. Ghosh, D: Banking policy in India, Allied Publication , Delhi
9. Giddy, I.H: Global Financial Markets, A.I.T.B.S., Delhi
10. Khan, M.Y.: Indian Financial System, Tata McGraw Hill, Delhi
11. Reserve Bank of India, Various Reports, RBI Publication, Mumbai
12. Varshney, P. N.: Indian Financial System, Sultan Chand & Sons, New Delhi
13. Verma JC, Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi
14. Gomez, et al, Financial markets, Institutions and Financial Services, PHI.

SYLLABUS

MBA(FINANCIAL MANAGEMENT)

SECEND SEMESTER

PAPER CODE- 2.1

ACCOUNTING FOR MANAGERIAL DECISIONS

UNIT-1

Introduction

Management accounting -: objectives, scopes and functions
Role of management accountant in changing business world
Mgt accounting v/s financial accounting
Cost accounting -: objectives, scopes and functions
Mgt accounting v/s cost accounting
Classification of cost, statement of cost and ascertainment of cost
Job order cost and Process cost

UNIT-2

Marginal costing and Break-even analysis

Marginal costing v/s Absorption costing
Concept of marginal cost & Contribution
Break-even analysis
Cost-volume profit analysis
Break even chart
Marginal costing technique – Make or Buy decision
Key factor analysis
Sales mix decision

UNIT-3

Budgeting and Budgetary control

Meaning, Importance & Types of budget- Operating budget, financial budget, Master budget and fixed & flexible budget
Zero based budgeting
Performance budgeting

UNIT-4

Standard costing and Variance analysis – Objectives, Importance and setting of standards

Variance analysis
Material, Labour & Overhead variance analysis

UNIT-5

Responsibility accounting & Activity based costing

Balance score card
Cost centre, Revenue centre & profit centre
Transfer pricing – objectives, benefits and methods of transfer pricing

PAPER CODE- 2.2

INVESTMENT ANALYSIS AND EQUITY RESEARCH

Objective

This course exposes the students to the various concepts of investment management and provides an in-depth study of various issues there under.

Course Input

UNIT-I Elements of Investment: Meaning and Objective of Investment, Investment vs. Speculation vs. Gambling, Approaches to Investment Decision Making, Risk in Investment Measurement of Risk, Standard Deviation & Beta.

UNIT-II Avenues of Investments: Financial and Non-financial

Securities Market : Primary Equity Market, Secondary Equity Market, Trading and Settlement, Buying and Selling of Shares, Stock Market Indices Depositories.

UNIT-III Fundamental Analysis : Economic Analysis, Industry Analysis, Company Analysis, Finding Intrinsic Value.

UNIT-IV Technical Analysis: The Dow Theory, Different Charting Techniques, Technical Indicators.

Efficient Market Analysis : Weak, Semi strong and market, Testing of Different forms of Market, Efficiency and their significance.

UNIT –V Bond Valuation : Bond Characteristics, Risk in Bond, Bond Prices and Bond Yields Duration. Bond Management.

Course Outcomes –

On successful completion of the course the students shall be able to:

- 1) Explain the investment process and appropriateness of investments based on Investor Objectives and Constraints.
- 2) Assess the performance of various investments based on Risk and Return.
- 3) Comprehend the Fundamental and Technical Analysis Reports
- 4) Explain the various investment strategies used in Bond and Equity Markets

References :

1. Agarwalla, K. N. and Deeksha Agarwalla : Bulls, Bears and The Mouse, Macmillan.
2. Cheney, J. and E. Muses: Fundamentals of Investments, Paul, New York.
3. Clark James Fransis : Investment Analysis and Management, Mc Graw Hill.
4. Dalton John M: How the Stock Markets Works, Prentice Hall, Delhi
5. Damodaran : Investment Valuation, John Wiley, New York.
6. Fabozzi Frank J: Investment Management, PH, International Edition.
7. Fischer Donal E. and Ronald J. Jordan : Security Analysis and Portfolio Management, PHI
8. French Don : Security and Portfolio Analysis, merni Publishing Co.
9. Kevin S: Portfolio Management, Prentice Hall, New Delhi
10. Machi raju H. R. : Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi
11. Merbert B. Mayo: Investments, Fryden Press
12. Chandra, Prasanna: Investment Analysis and Portfolio Management, Tata Mcgraw Hill
13. Sharpe William F., Gordon J. Alexander, and Jeffery J. Belly: Investment, Prentice Hall of India

14. V. K. Bhalla: Investment Management, S. Chand, New Delhi
15. Smith Richard D: Profit Investments, West Publishing Company

PAPER CODE- 2.3

RISK AND INSURANCE MANAGEMENT

Objective

This course aims at developing necessary skills for applying the principles of financial analysis to management of funds by commercial banks and the insurance sector.

Course Input

UNIT-I Basic Concepts of Risk Management and Insurance: Meaning of risk, Basic categories of risk, methods of dealing with risk; Meaning and objective of risk management; Concepts and features of insurance; Types of insurance contract and fundamental principles of insurance; Cost benefit of insurance to the society.

UNIT-II Insurance Regulatory Act, 1999 and Insurance Market: IRDA Act. 1999, Meaning, Objectives, Duties, Powers and Functions of Authority, Globalization of Indian Insurance, Privatization and Challenges before the Insurance Industry, Need for Reforms and Reforms Strategy.

UNIT-III Life Insurance : Definition, Features and principles of Life insurance, Procedure for taking a policy, policy conditions, Premium Plans, Calculation of Premium, Settlement of Claims.

UNIT-IV Fire and Marine Insurance: Principles, Policy conditions, Types of policies, Clauses and factors of Marine Insurance, Settlement of claims (Both Fire and Marine Insurance).

UNIT-V Re-Insurance and Investment: General Features, Common terms, Features and Objects, Rights and Liabilities of Re-insurance, Principles of Re-insurance, Methods.

Investment: Investment Principles, Types, Legal and Social aspect of Investment, Policies of Insurance Companies.

Course Outcomes:

1. Analyze the Insurance industry and its recent trends.
2. Analyze the concept of risk in insurance concepts.
3. Understanding of procedure for taking a policy, policy conditions, Premium Plans, Calculation of Premium, Settlement of Claims .
4. Knowledge of different types of insurance and their uses

References:

1. Arif Khan, "Theory and Practice of Insurance" Educational Book House.
2. Sharma R.S., "Insurance Principles and practice" Vora, Delhi.
3. Greene and Trieschemann, "Risk Insurance", South Western Publishing Co.
4. Grieder and Beadles, "Principles of Insurance"
5. Mishra M.N. "Insurance Principles & Parctice", S. Chand.
6. Palande, Shah & etc "Insurance in india" changing policies & Emerging Opportunities, Response Books.
7. Study Material of Insurance Institute of India, Bombay.
8. Ganguly Anand "Insurance Act", New Age International Publication.
9. Insurance Law Manual, Taxman, Delhi.
10. Holyake, "Insurance Management", AITBS publication.
11. Darfman, Introduction to Risk Management Insurance.

PAPER CODE- 2.4

MUTUAL FUND AND PORTFOLIO MANAGEMENT

Objective

The objective of the course is to impart conceptual knowledge and skills relating to mutual fund and portfolio management.

Course Input

- UNIT-I** Portfolio and Security Returns; Risk: Portfolio Risk; The Insurance Principle, risk diversification, borrowing and lending, Utility analysis and indifference curves, The Marketing Module, Market Module of the single Index Model, Market and Non-market Risk and Return, Portfolio Characteristics lines, Modification to the efficient frontier.
- UNIT- II** Capital Asset Pricing Model : Capital Market Line, Security Market Line, (CAPM), SML vs CML, of the Capital Asset Pricing Model, Arbitrage Pricing Theory Factor Models.
- UNIT-III** Basic Principle of Portfolio Investment, Portfolio investment process; A framework , planning, implementation, monitoring, portfolio types and their needs.
- UNIT- IV** Investment timing and portfolio performance evaluation: Measures of Return, Types of formula plan, Risk adjusted measures of performance; Sharpe's Reward-to-Variability, Treynor's Reward-to-Volatility, Jensen's Differential Return, Application of Techniques.
- UNIT-V** Investment company, Market Design of Investment Companies (Mutual Funds); Types of Mutual Funds, Regulation of Mutual Funds, Recent Policy and

regulatory initiatives; Computation of Net Asset Value (NAV), Measuring performance, return and recent policy developments.

Course Outcomes - On successful completion of the course the students shall be able to:

- 1) Construct investment portfolios based on Investor Objectives and Constraints.
- 2) Assess the Risk and Return of portfolio
- 3) Construct a portfolio based on Investor Objectives and Constraints
- 4) Comprehend and measure portfolio performance
- 5) Explain the various portfolio strategies .

References :

1. SK. Barua, V. Raghunathan and J. R. Varma : Portfolio Management. TMC.
2. Elton, Edwin J. and M.J. Gruser: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons.
3. Graham, Benjamin & Davia L. Dodd: Security Analysis , M.Graw Hill.
4. V. K. Bhall: Investment Management, S. Chand, new Delhi
5. Fisher, Donald E. Jordan: Security Analysis and Portfolio Management
6. S. Francis, Jack Clarice: Portfolio Analysis
7. Sharpe , Alexander, Belly: Investment, Prentice Hall of India.
8. Russel, J. Fuller, Farrel Jr. Modern Investment and Security Analysis, Mc Graw Hill
9. Lee Chang, F. Joseph: Security Analysis & Portfolio Management
10. Chandra, Prasanna: Investment Analysis and Portfolio Management, Tata Mcgraw Hill.

PAPER CODE- 2.5

BUSINESS REGULATORY FRAMEWORK

Unit I:

Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties, Transfer of ownership, Performance of contract of sale, Unpaid seller – meaning and rights of an unpaid seller, Breach of Contract

Negotiable Instruments Act 1881 : Concepts and Definitions, Promissory Note, Bill of Exchange, Cheque- Crossing of Cheque Bouncing of Cheques, Acceptance and Negotiation, Liabilities of Parties, Dishonour of a Negotiable Instrument, Discharge of a Negotiable Instrument, International Law Relating to Foreign Negotiable Instruments, Negotiation: Types of Endorsements

Unit II:

Partnership Act, 1932: Nature and Characteristics of Partnership, Registration of Firms,

Types of Partners, Rights and Duties of Partners, Implied Authority of a Partner, Incoming and outgoing Partners, Mode of Dissolution of Partnership

The Limited Liability Partnership Act, 2008

The Prevention of Money Laundering Act, 2002: Concepts and Definitions, Punishment for Money Laundering, Obligations of Banking Companies, Financial Institutions and Intermediaries, Burden of Proof , Appellate Tribunal, Offences to be Cognizable and Non-Bailable

Unit III:

Company Act 2013: Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors, Meetings of Directors & Shareholders of Companies, Overview of different modes of winding up of Companies

Information Technology Act 2000

Unit IV:

The Right to Information Act, 2005: Concepts and Definitions, Right to Information and Obligations of Public Authorities, The Central Information Commission (CIC), The State Information Commission (SIC), Powers and Functions of Information Commissions, Appeal and Penalties, Act not to Apply to Certain Organization, Appropriate Government to Prepare Programmes

Patent Act:

Copy Right Act:

Unit V:

Competition Act 2002

Consumer Protection Act 1986

Foreign Exchange Management Act, 1999

Course Outcomes - On successful completion of the course the students shall be able to:

- 1) Explain the laws relating to business transactions.
- 2) Interpret the laws relating to business transactions
- 3) Skill to distinguish between legal and void contracts
- 4) Comprehend the objectives of business laws
- 5) Explain the various new regulations.

PAPER CODE- 2.6

Entrepreneurship and Entrepreneurial project Management

The objective of the course is to sensitise students to the concept of entrepreneurship and provide them concepts and skills for designing, execution and management of entrepreneurial

ventures . Starting with 'ideation' the course will take the students through familiarization with the five(5) stages of enterprise building . Students would also be familiarised with the various institutional and non-institutional schemes available for funding of start-ups and growth of MSME manufacturing, service and non-profit entrepreneurial ventures.

Course Duration ; 40 hrs of studies in 20 sessions covering class room studies, tutorial, case study/building exercises, business modeling and presentation.

Course Conduct : 2 sessions of 2 hours each per week; One session covering lectures on concepts and the other one for group exercises, case studies, presentation and preparation of end of the course dissertation.

Course Inputs :

UNIT-I

Lecture 1 : Defining Entrepreneurship; Differentiation an entrepreneurial and non-entrepreneurial venture; Significance and role SME in national economy Skill requirement of entrepreneurial entrepreneurship 2 hrs;

Group Work 1: Ideation and development of a business model; group exercise ---- 2 hrs

UNIT-II

Lecture 2 : Essentials of a Business plan and Five stages of Small Business Growth..... 2 hrs

Group Work 2: Development of Business Plan2hrs

Lecture 3: Elements of project Management including its social cost benefit analysis 2 hrs

Group Work 3: Building a project based on a Business Model.....2 hrs

UNIT-III

Lecture 4 : Management Process in SME Business; Planning, organizing, Leadership and Operations Management..... 2 hrs

Group Work 4: Development of an operational plan for an entrepreneurial venture; significance and building of plan B & C..... 2 hrs

Lecture 8 : Introduction to Institutional and Non Institutional Support System for an SME Entrepreneurial Venture..... 2 hrs

Group Work 8: Building in the concept of technology, product and market into a business plan and project profile...Development of a Presentation for Seeking Funding for an Entrepreneurial Project..... 2 hrs.

UNIT-IV

Lecture 5 : Market Management for SME Enterprises , Problems and Prospects marketing strategy for global competition 2 hrs

Group Work 5: Building in the concept of technology, product and market into a business plan and project profile..... 2 hrs.

Lecture 10 : Market Management for SME Enterprises , Problems and Pros
Review and Building a Company's Vision 2 hrs

Group Work 10:Project Presentation..... 2 hrs.

UNIT-V

Lecture 6 : Elements of Business report Writing, Presentation and Communication..... 2 hrs

Group Work 6: Building in the concept of technology, product and market into a business plan and project profile...Going over the Report Developed and Refining it for Presentation 2 hrs.

Lecture 7 : Capital and Operational Budgeting for an Entrepreneurial Venture..... 2 hrs

Group Work 7: Development of a Capital Budget and Financial Structuring on an Entrepreneurial Venture..... 2 hrs.

Lecture 9 : Issues of Enterprise Growth and Scaling Up 2 hrs

Group Work 9: Project Presentation Exercise: Evaluation..... 2 hrs.

Course Outcomes:

1. Understand the importance of entrepreneurs in growth and development of the economy.
2. Analyze the importance of small-scale industries in growth and development of the country.
3. Create a business plan that articulate and apply financial, operational, organizational and sales knowledge.

MBA(FINANCIAL MANAGEMENT) 2ND SEMESTER SYLLABUS

PAPER CODE- 2.7

RESEARCH METHODOLOGY AND REPORT WRITING

Objective: The Objective of this course is to help the students to understand the use of various techniques of econometrics in research and writing a project report.

1. **Research:** Meaning, Objectives - Types of Research - Research Process - Validity and Reliability in Research; Role of Research in Functional Areas: Finance, Marketing, Human Resource Development and Production.

Research Methodology: Research Process and Defining Research Problems

2. **Research Design:** Features of a Good Research Design; Sampling: Types, Sampling Design - Steps and Characteristics of a Good Sample Design

Methods and Techniques of Data Collection: Primary Data - Questionnaire and Interviews - Collection of Secondary Data – Cases; Data Processing

3. **Testing of Hypotheses:** Procedure for Hypotheses Testing - Use of Statistical Techniques for testing of hypotheses - Sampling Errors

Testing of Samples: Sampling Distributions, Determining Size of the Sample

Chi-square Test: Analysis of Variance and Co-variance - Multi Variate Analysis

4. **Use of Computer in Research:** Creating a Database and its use for Statistical Analysis, Analysis and Interpretation of Data, Use of Statistical Techniques in Analysis and Interpretation
5. **Report Writing:** Layout of a Research Paper, Categories and Parts of Summer Internship Report,

Course Outcomes:

1. Describe the research process and list the characteristics of various types of research.
2. Formulate Research Problem, Research Objectives and Hypothesis from a given research problem.
3. Describe various research designs and methods of data collection
4. Creating a Database and Use of Statistical Techniques in Analysis

Books:

1. Research Methodology, C. R. Kothari
2. Methodology Techniques of Social Research, Wilkinson, Bhandarkar
3. Research Methodology, Dr. V. P. Michael
4. Research Designs and Methods, Kenneth S. Bordens
5. Business Research Methods, Donald R. Cooper
6. Research Methodology, R. Cauvery, U. K. Sudha Nayak, m. Girija and R. Meenakshi
7. Research Methodology, V. Upagade and A. Shende
8. Research Methodology, D. Chawla and N. Sondhi

MBA(FINANCIAL MANAGEMENT) 2ND SEMESTER SYLLABUS

PAPER CODE- 2.8

SOFT SKILLS SYLLABUS

Syllabus statement

Soft skills are ‘people skills’ that include communication skills, work ethic, positive attitude, emotional intelligence and other personal attributes crucial for success in business or career. Soft skills can be learnt and practiced for personal fulfillment and progress in career. This course provides the soft skills required mainly for professional achievements, and in the process, many

of the personal requirements of an individual can be accomplished.

Unit 1

Soft Skills and Communication: What are soft skills. Competency in aural-oral communication: fluency, accuracy and appropriateness in communication; Interpersonal and intercultural communication.

Unit 2

Soft skills in preparing for a career: Competency in written and oral communication skills, paragraph writing, CV writing, writing job applications; Telephone and face-to-face etiquette in professional communication. GD skills and Interview taking skills

Unit 3.

Soft skills in preparing for a career: Competency in written communication in business contexts: memos, letters, emails, reports, minutes, agenda. Competency in business presentation; Making meetings work: preparing, executing, following up

Unit 4.

Basics of Computer application: Competency in use of computer: Microsoft Office applications – word excel, power-point. Competency in use of internet: using web 2.0 applications; searching for information and references; storing and retrieving information and data; issues under plagiarism

Unit 5.

- Application of SPSS package
- Application of Tally package

SYLLABUS

THIRD SEMESTER

MBA (Financial Management)

3.1 Strategic Management(SM)

Objective

The objective of this course is to enhance decision making abilities of students in situation of uncertainty in a dynamic business environment.

Course Input

UNIT-I Concept of Strategy : Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Functional level strategies.

Environmental Analysis and Diagnosis : Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

UNIT-II Strategy Formulation and Choice of Alternatives : Strategies- Stability, Growth, Modernization, diversification, integration; Merger, Take-over and Joint strategies; Turnaround, Divestment and Liquidation strategies; Factors affecting strategic choice; Generic competitive strategies-cost leadership, differentiation, focus, value chain analysis. Bench marking

UNIT-III Functional Strategies: Marketing, Production/Operations and R & D plans policies, Personnel and Financial plans and policies.

UNIT- IV Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.

Strategy and Structure : Structural considerations, structures for strategies, organizational design and change.

UNIT -V Strategy Evaluation : Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control; Problem in management and evaluation, Global Issues in Strategic Management.

References:

1. David, "Strategic Management", PHI, New Delhi.
2. Bhattachary, S. K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structure and Systems, Vikas Publishing House, New Delhi.
3. Budhiraja, S. B. and M. B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
4. Christensen, C. Roland, Kenneth R. Andrews Joseph L. Bower. Rochard G. Hamermesh, Michael E. Porter, Business Policy : Text and Cases, Richard D. Irwin, Inc, Homewood.
5. Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
6. Porter M., Competitive Advantage
7. Glueck , William F. and Lawrence R. jauch: Business Policy and Strategic Management, McGraw Hill, International Edition.
8. H. Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
9. Kazmi, Azhar : Business Policy & Strategic Management, TMH, New Delhi.
10. M. Ravi Kishore, Strategic Management, Taxmann
11. Prasad, L. M., Business Policy & Strategic Management, Sultan Chand.
12. Subba Rao P. , Strategic Management, Himalaya.

3.2 MERCHANT BANKING AND FINANCIAL SERVICES(MBFS)

Objective

To know conceptual, functional, and regulatory aspects of Indian Capital Market and Merchant Banking activities.

Course Inputs

UNIT I Indian Financial System & Financial Services: Introduction to Indian Financial system and Securities Market, Market Structure; Market Participants; Instruments; Regulations; New Issues Market.

UNIT II Secondary Market Operations: Growth of Stock Market operations in India; Organization and Functioning of Regional Stock Exchanges, National Stock Exchange and OTCEI; Trading and Settlement mechanism.

UNIT III Growth of Merchant Banking in India & Issue Mangement: Meaning, nature, role and functions, regulations; Project Appraisal and Management; Preissue and Post-issue management.

UNIT IV Marketing of Financial Services: Depository Services, Credit Rating, Housing Finance, Credit Cards, Mutual Fund.

UNIT V Assets Financing Services: Leasing and Hire Purchase; Factoring, Forfating and Bills Discounting.

References:

1. Fabozi, F. J., "Capital Market", Prentice Hall of India, New Delhi.
2. Fernando, A.C., "Indian Financial System", Pearson education, New Delhi.
3. Mishkin, Eakins., "Financial Markets & Institutions", Pearson education, New Delhi.
4. Fabozi, F.J., "Foundations of Fincial Markets and Institutions", Pearson education, New Delhi.
5. Khan, M.Y., "Indian Financial System", TataMC –Graw Hills, New Delhi.
6. Srivastava, R.M., and Nigam, D., "Management of Indian Financial Institutions", Himalayan Publishing House, New Delhi.
7. Pathak, "Indian Financial System", Pearson education, New Delhi.
8. Desai, "Merchant Banking", Himalayan Publishing House, New Delhi
9. Abdhani, V., "Marketing of Financial Services", Himalayan Publishing House, New Delhi.
10. Machraju," Merchant Banking and Financial Services", Wiley Eastern Publication, New Delhi.
11. Indian Institute of Bankers, "Merchant Banking", Mac Millan, New Delhi.

3.3 FINANCIAL DERIVATIVES AND RISK MANAGEMENT (FDRM)

Objective

This course will familiarize the students in the application of various tools and techniques of financial risk management.

Course Input

UNIT I Risk: Definition, types of Risk, Process of Risk Management, The tools of risk Management.

Derivatives : Definition and Evolutions of Derivatives, Derivatives Markets, Types of Derivatives, Derivatives Markets in India.

UNIT II Futures Market: Functions of futures market, Speculation and hedging, Price, spread and hedging, futures and price stabilization, tests of efficiency, Financial futures and a mechanism of risk transference, spot and futures prices.

UNIT III Financial Futures: Interest Rate futures, Currency Futures (Foreign Exchange) Stock index futures and Financial Futures in India. Risk Management with Futures, Cost of Carry Model, Index Arbitrage, Purchasing Power Parity Theorem.

UNIT IV Options: Terminology and Methodology of Trading, Types of Options, Option Pricing, Swaps, types of Swaps, Swap Valuation, and other Derivatives, Speculation with Options, Risk Management with Options & Futures.

UNIT V. Regulatory Framework of Futures & Derivatives: Regulatory bodies in major International Markets, regulatory framework in India, Regulatory Instruments and needs, Accounting for Derivative Transactions.

References:

1. John C. Hull : Options, Futures & other derivatives, Pearsons
2. T.V. Somanathan: Derivatives, Tata Mc Graw Hill
3. Redhead: Financial Derivatives, Prentice Hall
4. Lasys Walter, lexinton: Speculation, Hedg & Commodity Price Forecasting
5. Hill J. and T. Schneesis: Risk Reduction, Potential of Financial Futures
6. Jarrow and Rudd, Lrwin : Optional Pricing, Homewood, Lrwin
7. Dubofsky and Miller, Derivatives: Valuation and Risk Management, Oxford University Press, New York.
8. Watsham. T., Futures and Options in Risk Management, Thompson, Asia.
9. Wilmott. P., The Theory and Practice of Financial Engineering, John Wily and Sons, England.
10. Gupta, Financial Derivatives, PHI
11. Kumar, Financial Derivatives, PHI
12. Cox J. and Rubinstein M. "Options Market" PHI
13. Tucker, A.L. "Financial Futures, Options and Swaps". West Publishing Co, St Paul Minn.

3.4 INTERNATIONAL FINANCIAL MANAGEMENT (IFM)

Objective: The course aims to acquaint the students with complexities and issues in financial management of a multinational firm. This course will help students to understand various analytical tools and techniques for financial decision-making in a global setting.

Course Input

Unit-I:Introduction: Globalisation and the multinational firm. Complexities and issues in financial decisions of a multinational firm. Foreign investment decision; exchange rate movement and decision to invest; foreign direct investment theories and strategies. Foreign exchange market - spot and forward market, Participants in foreign exchange market. Arbitrage, hedging and speculation, covered interest arbitrage. Contemporary issues in international financial management.

Unit-II: International Capital Budgeting Decision: Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decisions - currency risk, political risk, country risk, inflation risk, etc. Assessment and management of political risk.

Unit-III:Financing Decision, Dividend Policy and Working Capital Management in a Multinational Firm: International capital structure and cost of capital. Determinants of capital structure of MNEs. Financing of foreign subsidiaries or projects - Internal and External sources, Parent Debt and Parent Equity, Bank Guarantees, etc. Dividend policy of MNEs. International working capital management - Cash management, inventory management and receivables management.

Unit-IV: Currency Risk and Interest rate Risk Management: Types of risk exposure - Transaction exposure, Economic exposure and Translation exposure. Management of currency risk using currency forwards, currency futures, currency options and currency swaps. Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

Unit-V: International Diversification and Portfolio Investment: Risk factors in international investing. International diversification - risk and return aspects. International CAPM. Identification of optimal portfolio.

References:

- 1.Eun, Cheol S. and Resnick, Bruce G., 'International Financial Management', Tata McGraw-Hill.
2. Apte P.G., 'Multinational Financial Management', Tata -McGraw Hill, New Delhi.
3. Bekaert, Greet and Hodrick, Robert J., 'International Financial Management', Prentice Hall.
4. Madura, Jeff, 'International Financial Management', Cengage Learning.
5. Shapiro, Alan C., 'Multinational Financial Management', John Wiley. 6. Levi D, Maurice, 'International Finance', Routledge.
7. Sharan, V., International Financial Management, PHI Learning Pvt. Ltd.

3.5 TAX PLANNING AND MANAGEMENT

Objective

To provide anconceptual idea about the various provisions of the Income Tax Act. Related to the corporate sector and study the implications of these provisions on the tax planning of the companies.

Course Input

UNIT I Taxation System in India, Fundamentals of Income Tax Law, Company-Definition, Types of Company as per IT. Basics of Corporate Tax, Taxation of Companies- Head wise ascertainment of Income of Corporate Bodies..

UNIT II Carry Forward and Set-off Losses, Advance payment of Taxes, TDS, E-TDS, Self Assessment, Residential status of a Company, Double Taxation Relief; MAT, Book Profit, Dividend Tax, Return Submission & GST (Once implemented).

UNIT III Concept of Tax Planning, Tax Planning, Tax Avoidance and Tax Evasion, Tax Management.

Tax Planning- Types, Methods, Reference of Tax Planning. Tax Planning for Residential Status, House Property & Capital Gain.

UNIT IV Tax Planning in respect of Types/forms of Business, Setting up of new business undertaking on the basis of location, Setting up of new business undertaking on the basis of nature of business.

Tax Planning with reference to Depreciation.

UNIT V Tax Planning and Management for Amalgamation, Foreign Collaboration, Demerger, Conversion of Sole Proprietary business into Company form, Conversion of Company limited liability Partnership.

References:

1. R.N. Lakhotia and Subash Lakhotia, Tax Planning for non-resident Indians” Vision books(P) ltd.
2. R.N. Lakhotia, “ Corporate Tax Planning”, “ , Vision books(P) ltd.
3. Singhanian, V.K.: Direct Taxes: Law and Practic, Taxman”s Publication, Delhi.
4. Bhagabati Prasad, “Directlo Tax Laws & Practices”.

3.6 INTERNATIONAL ACCOUNTING AND CORPORATE REPOTING (IACR)

Objective

To acquaint the students regarding the international dimensions of accounting, foreign currency translation, efforts at harmonization and corporate reporting

Course Inputs

- UNIT I International Dimensions of Accounting:** Meaning, Importance & Scope of International Accounting, Factors influencing the designing of Accounting system in a country, Interaction between Accounting and its environment.
- UNIT II Harmonization of Accounting Practices:** The Need for Harmonization, Methods of achieving Harmonization, Impediments to Harmonization, The Harmonization Process at work; Regional and Global Harmonization
- UNIT III Foreign Currency Translation:** The Need for translation, Transaction of Foreign Currency, Financial Statement-International Accounting Standards on Foreign Currency Translation.
- UNIT IV Analysis of Foreign Financial Statement:** Techniques of Financial Statement Analysis, Analyzing global financial statements. Evaluation of Performance, Transfer Pricing, Managerial Issues in International Accounting
- UNIT V International Dimensions of Financial Reporting:** Transactional Reporting, Reporting Practices, Consolidation of Financial statements. . Financial Reporting and Disclosure: Issues in Global Context.

References:

1. Shirin Rathore; "International Accounting " PHI
2. A.K. Basu; "International Accounting Harmonization" University of Calcutta.
3. B.Banerjee; "Contemporary Issues in Accounting Research " IAA Research Foundation.
4. Meigs & Meigs ; "Accounting : The Basis for Business Decisions" McGraw Hills.
5. Belverd e, Needles Jr. "Financial Accounting". Pub. Houghton & Middlin.
6. Nobes, Comparative International accounting, Pearson Publication, New Delhi.
7. Saudagaran, M. Shahrokai, International accounting, A User perspective, Taxman India.

3.7 (A) HUMAN RESOURCE MANAGEMENT (HRM)

Unit:-I Concept, Objectives, Scope and Functions of Human Resource Management. Role of HR Department Growth, Development and Emerging Trends of Human Resource Management in India. Quality of Life and Corporate Social Responsibility: Role of HR.

Unit:-II Job analysis and designing of jobs. Application of job analysis in normal conditions. Job description and job specification and job performance standard. Job design and redesigning

Human Resource Information System (HRIS) needs, techniques objectives and organization of data base on HR.

Unit:-III Human Resource planning: Demand for the HR, supply of HR, Techniques of HR, audits

Recruitment : concept, policy, objectives and methods

Selection : Concept, Policy, Objectives, steps and methods of selections.

Orientation placement, induction, promotion and transfers: Policies and practices and separation.

Unit: - IV Training and Development: needs assessment, objectives, learning principles and approaches (methods) of evaluation of training and development.

Performance appraisals: Elements, Challenges and Methods of performance appraisal. Performance Appraisal VS Performance Management. Role of performance appraisal in HR.

Unit: - V Compensation management:- needs objectives and methods of job evaluation, wage And salary survey, challenges affecting compensation management.

Incentives : importance, objectives and methods

Benefits : importance, objectives and role of indirect compensation

Role of incentives and benefits programme in HR, Globalisation and HRM, Rise of international HRM and strategic HRM: needs and objectives.

References:

1. Human Resources and Personal Management
By W. B. Werther and Keith Davis, Mc Grow Hill, Publication
2. Effective HR training and development
By B. Rathin Reddy, Himalaya Publication
3. International Human Resource Management
By A. W. Harzing and A. H. Pinnington, Sage Publication
4. Managing Human Resources
By W. F, Cascio, Tata Mc Grow Hill Publication
5. Human Resource Management
By G. Desster, Pearsons Publication
6. Compensation Management
By D. K. Bhartachoya, Oxford Publication
7. Performance Management By H. Aguinis, Pearsons Publication

3.7 (B) RETAIL MANAGEMENT (RM)

Objective

The objective of this course is to facilitate understanding of the conceptual aspects of Retail Management, Supply Chain Management and Brand Management.

Course Input

UNIT I Introduction to Retailing: Meaning, Importance, Recent Trends, Retail Management Decision Process, Types, Opportunities.

UNIT II Retailing Management Decision: Retail Market Segmentation and Location study, Retail Customer Buying Behavior; Retail Marketing strategy; Retail Locations and Site selection.

UNIT III Strategic Retail Marketing : Product and Merchandise Management, Pricing Strategies, Communication- Mix and Retailing Promotion; Store Layout and Management; Servicing Retail Customers.

UNIT IV Supply Chain Management: Fundamentals of SCM; Demand Management, Operation Management; Logistic Management, Procure Management; Information and Technology; Performance Measurement and Control.

UNIT V Brand Management: Meaning and Importance, types, Brand Planning; Brand Positioning; Brand Equity.

References:

1. Burman, Barry, Evans, J.E., "Retail Management", Pearson Education New Delhi.
2. Levy, Michael, Weitz, a, Barton, "Retail Management", Tata-McGraw Hill, New Delhi.
3. Pradhan, Swapna, "Retail Management", Tata-McGraw Hill, New Delhi.
4. Gilbert, D., "Retail Management", Pearson Education, New Delhi.
5. Bajaj, C., Tal Rajnish., Srivastava, Nidhi., "Retail Management", Tata McGraw Hill, New Delhi
6. Taylor, David A., "Supply Chain Management", Pearson Education, New Delhi.
7. Altekar., R.V., "Supply Chain Management", Pearson Education, New Delhi.
8. Handfield, R.B., Nicholasm E.L., "Supply Chain Redesign", Pearson Education, New Delhi.
9. Ogden, J.R., "Integrated Retail Management", Biztantra Publication.
10. Chunawalla., S.A. "Brand Management", Himalayan Publishing House, New Delhi.
11. Henry, D., "Brand Management", Himalayan Publishing House, New Delhi.
12. Ramesh Kumar, S., "Marketing and Branding", Pearson
13. Educatin, New Delhi.

3.7 (C) Corporate Restructuring & Financial Reengineering (CRFE)

Objective

The objective of the present course is to provide the necessary knowledge and making the students aware of he various issues involved in M & A including corporate restructuring practices. The present paper also attempts to provide elementary knowledge, relations and the concepts of financial engineering to the students.

Course Input

- UNIT I** Introduction: Concept, rational, types and motives of merger and Acquisition, Theories of merger, sources of value creation in merger & acquisition, Emerging trends and challenges in M & A market.
- UNIT II** Understanding Target Companies: Valuation: Different methods of valuation of Target co. & the firm. Fixation of exchange ratio. Measurement of cost & gains from M & A Financing M & A, methods and risk.
- UNIT III** Corporate Restructuring & Strategic alliances: Spin offs, Equity carve outs, stock splits, joint venture, share repurchase, LBO, MBO, International merger & restructuring .
- UNIT IV** Bid Strategies and Tactics: Defenses against take over, Evaluating merger performance, post merger activities, Regulations of merger & acquisitions, Role of institutional players in M & A.
- UNIT V** Financial Engineering: Concept, Scope & features, driving forces, financial engineers – conceptual & physical tools, innovation in debt & equity market, Hybrid Securities, Future trends & challenges to Financing Engineering.

References:

The students are directed to keep in touch with the recent developments in the relevant areas by referring the journals, news papers and magazines. In addition, they should refer to the following books.

1. Weston, Size & Johnson – “Takeover, restructuring and corporate Governance “Pearson education.
2. S. Shiva Ramu- Corporate growth through merger and acquisitions response books.
3. Krekel, vander & Wouterse “Meerger: An European approach to Techniques “Business books limited.
4. Short Robert “Business books limited .
5. Mason, Merton, Period & Tufano” cases in financial engineering: Applied studies in financial innovation” Prentice hall.
6. Weston J. Fred “The role of merger in the growth of large firms” Green wood press.
7. P.S. Sundarsanam “The essence of merger & acquisitions “PHI.
8. Buono & James “The Human side of M & A” Jossey Bass publishers.
9. Verma J.C. “Bharat’s corporate merger & takeover” Bharat publishing house.
10. Hunt, Less, Grumbler & Vivians “Acquisitions- The Human Factor” London Business school.
11. Gougham P.A. “Merger of Acquisition” Harper Collins.
12. Wright, Thompson, Chaplin & Robbie” Buy-ins and Buy outs” Graham & Trot man.
13. Weston, Chung & Hoag “Merger, restructuring & corporate contro” PHI.
14. Marshall & Bansal “Financial engineering: A complete guide to financial innovation” PHI.
15. Sudi Sudarsanam “Creating value from merger and acquisitions: The challenger” person education.

SYLLABUS
MBA(FINANCIAL MANAGEMENT)
FIRST SEMESTER

4.1 CORPORATE GOVERNANCE & BUSINESS ETHICS (CGBE)

Objective-

The objective of the paper is to provide a theoretical understanding of the issues involved in corporate governance and business ethics from the perspective of a company manager engaged in welfare of the stakeholders.

Course Input

UNIT-I Corporate Governance (CG) : Meaning, Historical Perspective, Issues in CG, Theoretical basis of CG, CG Mechanism, CG Systems, Good CG.

UNIT-II Landmarks in the Emergence of CG : CG Committees, World Bank on CG, OECD Principles, Sarbanes, Oxely Act, 2002, Indian Committees ad Guidelines, CII Initiatives.

UNIT-III Agents & Institutions in CG : Rights & Privileges of Shareholders, Investors Problems & Protection, CG & other Stakeholders, Role of Regulators & Government.

UNIT- IV Business Ethics : Importance & Need for Business Ethics, Unethical Behaviour & Issues, Corporate Governance Ethics, Ethics in Global Business.

UNIT-V Ethics and CSR ; Importance & Scope of CSR, Social Responsibility & Indian Corporations, Environmental concerns, Ethics in the Business Decisions.

References :

1. Fernando A. C., Corporate Governance, Pearson Education
2. Hartman L. P., Business Ethics, Tata McGraw- Hill
3. Agalgatti B. H. & Krishna S., Business Ethics, Niraj Publication
4. Prasad, Corporate Governance, PHI
5. Valesqueze, Business Ethics, PHI
6. Das, Corporate Governance in India, PHI

4.2 COMMODITY MARKET & FUTURES (CMF)

Objective

The objective of the course is to acquaint the students with the concepts of commodities futures and markets.

Course Input

Unit –I Commodity Markets : Concepts, Characteristics, types of Commodity Markets in India, Organized, Unorganized and regulated markets, Commodity exchange and the types of commodities traded in India.

Unit – II Commodity Futures : Concepts, Spot and Future Transactions, Origin of Forward Contracts, Characteristics & Requirement of Futures Markets, Types of Exchanges and Futures, Margin & Players, Contract Innovation and Success.

Unit-III Futures Market & Prices : Contract Innovation, Electronic Futures Trading, Basis and Spread, Model of Futures Prices, Arbitrage and Cost of Carry Models, Futures prices and Expectations, Future Prices and Risk Aversion.

Unit-IV Agricultural, Metallurgical and Other Future Contracts using Futures Markets : Price Discovery, Speculation and Hedging, Commodities with Seasonal Production and Consumption Stability.

Unit- V Regulation of Futures Markets: Regulatory Instruments in India, Issues in Regulation, FMC, NCDE, MCX & other Exchanges.

References :

1. Stanton, Fundamentals of Marketing, Tata McGraw Hill.
2. Kotler P., Marketing Management, PHI
3. Robert W. Kolb, Future markets, PHI
4. Lexington, Mass D. S. Heota & Co.: Speculatra, Hedging & Commodity Price Forecasting.
5. Pring M. J.: Hand Book of Commodity and Futures, McGraw Hill.
6. P. Ritehken, Option: Theory, Strategy and Application, Foresman and Co.
7. S. Telser, Chicago Board of Trade: Returns to Speculators, CBOT
8. L. Venkatramanan, The Theory of Futures Trading- Asian Publishing House.
9. J. Williams , The Economic Functions of Futures Market, Cambridge University Press.
10. Kleinman G., Commodity Futures and Options, Taxman
11. Kolb R., Option : An Introduction, Miami, Kolb Publishers.
12. Hull, Options, Futures and Other Derivatives, PHI

4.3 MARKETING OF FINANCIAL SERVICES

Objective

The objective of this paper is to get the students conceptually clarified and getting them being acquainted with applications of the marketing concepts and strategies to services.

Course Input

UNIT- I Introduction to Services: Meaning, Definition, Features and Classification of Services, Products Vs. Services; Economic Development, Evolution & Growth of Service Sector in India; Services Marketing Elements; Services Marketing Triangle; Strategic Planning; Factors Stimulating the Transformation of service economy.

UNIT-II Services Marketing Planning: Service Marketing Research; Service Marketing Planning, Market Segmentation (STP) and Positioning; Consumer Behaviour, Customer

Expectations, and Perception; Managing Demand of Services; Service Encounter Management; Strategic Services Marketing and Developing Service Competitive Advantage (SCA).

UNIT-III Services Marketing Strategies : GAP Model and Service Quality Management; Service Expectations and Service Product Planning, Blue Printing and Interactive Marketing; Pricing of Services; Customer Education and Promotion of Services; Service Location and Placement of Services; Internal and External Marketing.

UNIT-IV Customer Relationship Management: Managing People, Process and Physical Evidence; Basics of Customer Relationship Management-Understanding Customers Relationship, Services Recovery and Managing Customer Waiting Lines and Reservations.

UNIT-V Marketing of Services in India: Financial Services, Tourism Services, Education and Professional Services, Health Services and I.T. & Communication Services.

References :

1. Lovelock, C., "Services Marketing", Pearson Education Inc, New Delhi.
2. Zethimal, V. A., and Bitner, M. J., "Services Marketing", Tata McGraw Hill, New Delhi.
3. Shajahan, S., "Services Marketing", Himalayan Publishing House, New Delhi.
4. Rao, R., "Services Marketing", Pearson Education Inc, New Delhi.
5. Jha, S. M., "Services Marketing", Excel Book, New Delhi.
6. Shankar, Ravi., "Services Marketing", Excel Books, New Delhi.
7. Apte, G., "Services Marketing", Oxford Publication, New Delhi.
8. Dyche, Jill., " The CRM Hand Book", Pearson Education Inc, New Delhi.
9. Mukharjee, Kaushik., "Customer Relationship Management", PHI Publication, New Delhi.
10. Balaji, B., "Services Marketing & Management", S. Chand & Company Ltd, New Delhi.
11. Mohamed, H. P., "Customer Relationship Management". Vikas Publishing House, New Delhi.
12. Avadhani, V., " Marketing of Financial Services", Himalayan Publishing House, New Delhi.
13. Jha, S. M., "Social Marketing", Himalayan Publishing House, New Delhi.

4.4 ACCOUNTING STANDARD & I.F.R.S.

Objective

To provide and understanding of the accounting standards of ASB and IASB, and to study the corporate reporting practices in India.

Course Input

UNIT- I Accounting Standards: Meaning and Importance, Historical Development.

Accounting Standards in India : Objectives, Process of Standard Setting, Scope of Accounting Standards.

UNIT-II Brief Idea ; About first fifteen accounting standards developed by ASB. (Special emphasis on AS-1,2,3,6,10 and 14).

UNIT-III Brief Idea : About other Accounting Standards, Developed by ASB. (Special emphasis on AS-17,18,20, 21,25 and 28).

UNIT-IV IASB & IFRS : International Accounting Standards, Need for Harmonization and Standardization, US GAAP.

UNIT-V Corporate Disclosure : Annual Reports : Directors Report & Auditor's Report, Accounting Reports, Modern Trends in Corporate Disclosure.

References :

1. N. Das Gupta : Accounting Standards: Indian International, Sultan Chand
2. L. S. Porwal: Accounting Theory, Tata McGraw
3. S. Rathore: International Accounting, Tata McGraw Hill
4. E. R. Brown Lee II, K. R. Ferris & M. E. Haskins: Corporate Financial Reporting, Irwin
5. D. S. Rawat: Student's Guide to Accounting Standards, Taxmann
6. A. K. Basu (University of Calcutta): International Accounting Harmonisation.
7. Jawahar Lal, Corporate Financial Reporting, Taxmann.
8. Das Mohapatra, International Accounting, PHI

4.5 RETAIL MANAGEMENT

Unit.I Introduction Retail Business

Retail, Functions of retailer, Risk of retailers, Retail as a career, concept of organized retail, Drivers of retail change in India, Size of retail in India, Theories of retail development ; Environment Theory, Cyclical Theory, conduct theory

Unit-II Retail Models & Retail Shoppers

Business Models in Retail : Classification on the Basis of ownership, Classification on the basis of the merchandise offered, Non-store retailing, Traditional business models in Indian Retail. Understanding the Retail Consumer : Factors influencing the retail shopper : range of merchandise, convinces of shopping, time to travel, socioeconomic factor, Decision making process of retail customer.

Unit-III Retail strategy & Planning

Retail strategy: Growth strategy ethics in retailing store site selection: types of retail location, steps Involved in choosing a retail location, Retail Franchising, Types of franchising Advantages and dis-advantages of Franchising.

Unit-IV Merchandise Management

Retail Merchandising : Merchandising, factors affecting the buying function, Role and responsibility of a merchandiser, Role of buyer, Merchandise planning, process of merchandise planning, methods of merchandise procurement : sourcing of merchandise private labels , Category management, Category Management business process.

Unit-V Retail operation & Management

Store operations & profitability: Key roles in store environment, Key components of retail operation, Store design and visual Merchandising, Customer services in retail.

Retail Marketing mixes, Supply chain in Retail.

Book Retailing Management, Text & Cases Swapna Pradhan, McGraw Hill

4.7 (A) MACROECONOMICS AND POLICY

This paper aims at strengthening the knowledge of important macroeconomic variables and their role in determining the equilibrium level of output and employment. The students will be able to critically evaluate the consequences of basic macroeconomic policy options under differing economic conditions.

UNIT –I : Economic Growth and Development:

Economic development: Specific issues concerning economic development; Determinants of economic development; Balanced and Unbalanced growth; Obstacles to economic growth. Measurement of economic growth. Economic Growth around the World.

UNIT –II : National Income and Fiscal Policy:

National Income: Gross National Product (GNP), Net National Product (NNP), Gross Domestic Product (GDP) and Net Domestic Product (NDP) at factor cost and market price. Nominal and Real GDP; National Income Accounting: Value-added/product method, Expenditure method and Income method. Fiscal policy and the budget. Fiscal stimulus and deficit financing- crowding out and crowding in controversy.

UNIT –III : Determination of Income and Employment

Effective Demand, Components of Aggregate Demand and Supply; Consumption Function, Saving Function, Investment Function, Determinants of Investment, Determination of Level of Employment and Income, Importance of Effective Demand, The multiplier theory of National Income Determination. Inflationary and Deflationary Gaps.

UNIT –IV : Money Supply, Monetary Policy and Economic Stability

Money Supply: Concepts and Measurement, Money Creation by the Commercial Banking System, Hard and Soft Currency, Monetary policy: Objectives, Types and Tools. How Monetary Policy Influences Aggregate Demand? Monetary Policy of the RBI.

UNIT –V : Cost of Living, Inflation and Unemployment

Measurement of Cost of Living: The Consumer Price Index (CPI), GDP Deflator. The GDP Deflator vs. Consumer Price Index. Production and Growth: Productivity: Concepts and Types, Factors Affecting Productivity Improvement, Importance of Productivity. Inflation and Economic Growth, Trade-off between Inflation and Unemployment: Phillips Curve, Shifts in Phillips Curve.

References:

- William.H.Branson (2005). *Macroeconomic Theory and Policy*, Third Edition, All India Traveller Book Seller Publishers, New Delhi.
- D.N. Dwivedi. (2005). *Macroeconomics :Theory and Policy*. 2nd Edition, Tata Mc Graw Hill Education.
- Levacic and Rebman. (1982). *Macro Economics: An Introduction to Keynesian and Neo-Classical Controversies*. 2nd Edition, Macmillan Publishers.
- N. Gregory Mankiw. (2012). *Macroeconomics*. 8th Edition, Worth Publishers.
- Dornbusch, Fischer, Startz. (2010). *Macroeconomics*. 11th Edition, Tata Mc Graw Hill.
- Graeme Chamberline & Linda Yueh (2006). Thomson Learning.
- Burda and Wyplosz (2009). *Macroeconomics: A European Text*, Fifth Edition, Oxford University Press, New York.
- M. Maria John Kennedy (2011). *Macroeconomic Theory*, PHI Learning Private Limited, New Delhi.
- H.L.Ahuja. (2012). *Macroeconomics: Theory and Policy*. 18th Revised Edition, Sultan Chand Publishers.
- Brain Snowdown, Howard Vane and Peter Wynarczyk. (1995). *A Modern Guide to Macro Economics: An Introduction to Competing School of Thought*.
- Edward Shapiro. (2011). *Macroeconomic Analysis*. 5th Edition, Galgotia Publication Ltd.
- Ackley.G. (1978). *Macro economics: Theory and Policy*, Macmillan, NewYork.