

**VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY,  
BALLARI**



**SYLLABUS**

**Department of Studies in Management**

**MASTER OF BUSSINESS ADMINISTRATION (FM)**

**(I to IV Semester)**

**Choice Based Credit System**

**With effect from 2015-16**

**VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY,  
BALLARI**



**SYLLABUS**

*For*

***MASTER OF BUSSINESS ADMINISTRATION (FM)***

***(FINANCIAL MANAGEMENT)***

From

With effect from 2015-16

## MBA (FM) I Semester

### Course Structure of MBA (FM) (From the Academic Year 2015-16)

Course Code	Course	Teaching Workload				Prescribed Marks			Duration of Examination	Credits
		L	T	P	Hrs/Week	IA	Sem End Exam	Total		
<b>FIRST SEMESTER</b>										
HC 1.1	Management and Behavioral Process	03	02	00	4	30	70	100	3	4
HC 1.2	Market Structure and Analysis	03	02	00	4	30	70	100	3	4
HC 1.3	Financial Markets and institutions	04	02	00	5	30	70	100	3	5
SC 1.4	Accounting for Managerial Decisions	04	02	00	5	30	70	100	3	5
SC 1.5	Quantitative Methods & Techniques	04	02	00	5	30	70	100	3	5
<b>Total Marks / Credits for the First Semester</b>		<b>18</b>	<b>10</b>	<b>00</b>	<b>23</b>	<b>150</b>	<b>350</b>	<b>500</b>	<b>-</b>	<b>23</b>

## MBA (FM) II Semester

Course Code	Course	Teaching Workload				Prescribed Marks			Duration of Examination	Credits
		L	T	P	Hrs/Week	IA	Sem End Exam	Total		
<b>SECOND SEMESTER</b>										
HC 2.1	Business Research Methods	03	02	00	4	30	70	100	3	4
HC 2.2	Merchant Banking and Financial Services	03	02	00	4	30	70	100	3	4
HC 2.3	Financial Management	04	02	00	5	30	70	100	3	5
SC 2.4	Security Analysis and Investment Management	04	02	00	5	30	70	100	3	5
SC 2.5	Strategic Cost Management	04	02	00	5	30	70	100	3	5
OE 2.6	To be chosen from the Courses offered by the other departments.	01	02	00	2	15	35	50	2	2
<b>Total Marks / Credits for the Second semester</b>		<b>19</b>	<b>12</b>	<b>00</b>	<b>25</b>	<b>165</b>	<b>385</b>	<b>550</b>	<b>-</b>	<b>25</b>

## MBA (FM) III Semester

Course Code	Course	Teaching Workload				Prescribed Marks			Duration of Examination	Credits
		L	T	P	Hrs/Week	IA	Sem End Exam	Total		
<b>THIRD SEMESTER</b>										
<b>HC 3.1</b>	Infrastructure Development and Financing	03	02	00	4	30	70	100	3	4
<b>HC 3.2</b>	Mergers and Acquisitions	03	02	00	4	30	70	100	3	4
<b>HC 3.3</b>	Treasury Management	04	02	00	5	30	70	100	3	5
<b>SC 3.4</b>	Financial Derivatives	04	02	00	5	30	70	100	3	5
<b>SC 3.5</b>	International Financial Management	04	02	00	5	30	70	100	3	5
<b>OE 3.6</b>	To be chosen from the Courses offered by the other departments.	01	02	00	2	15	35	50	2	2
<b>Total Marks / Credits for the Third semester</b>		<b>19</b>	<b>12</b>	<b>00</b>	<b>25</b>	<b>165</b>	<b>385</b>	<b>550</b>	<b>-</b>	<b>25</b>

## MBA (FM) IV Semester

Course Code	Course	Teaching Workload				Prescribed Marks			Duration of Examination	Credits
		L	T	P	Hrs/Week	IA	Sem End Exam	Total		
<b>FOURTH SEMESTER</b>										
<b>HC 4.1</b>	Mutual Funds	<b>04</b>	02	00	5	30	70	100	3	5
<b>HC 4.2</b>	Risk Management	<b>04</b>	02	00	5	30	70	100	3	5
<b>HC 4.3</b>	Project Report	<b>04</b>	04	00	6	30*	70	100	-	6
<b>SC 4.4</b>	Project Planning and Control	<b>04</b>	02	00	5	30	70	100	3	5
<b>SC 4.5</b>	Corporate Tax Planning	<b>04</b>	02	00	5	30	70	100	3	5
<b>Total Marks / Credits for the Fourth semester</b>		<b>20</b>	<b>12</b>	<b>00</b>	<b>26</b>	<b>150</b>	<b>350</b>	<b>500</b>	<b>-</b>	<b>26</b>

## **HC 1.1: Management and Behavioural Process**

Code :HC 1.1:  
Contact Hours :  
Credit Points :4

Univ Code :  
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

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

**Pedagogy:** A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1: Introduction to Management:** Schools of Management-thought; Managerial skills, different roles played by managers, ingredients of successful management.

**Module 2: Managerial Decision Making:** Steps in decision making, Decision making by consensus, guidelines for effective decision making, Managerial Planning, nature types and purposes of planning, sequential steps in planning, guidelines for effective planning.

**Module 3: Organizational Behaviour:** Meaning, definition and its scope. OB as a behavioural science- contributing disciplines to organizational behaviour.

**Module 4: Individual Behaviour:** biological characteristics, personality determinants, personality traits, learning, theories of learning, perception, factors influencing perception, Johari Window, Transactional analysis.

**Module 5: Group Behavior:** Definition and classification of groups, group structure, cohesive groups, group think, conflict and conflict resolution styles, organizational culture, concept of quality of work life, broad realm of quality or work life.

### **Text Books:**

1. Stephen.P.Robbins, "Organisational Behaviour-Concepts, Controversies and Applications", Prentice Hall of India, New Delhi.
2. Fred Luthans, "Organisational Behaviour" Mc Graw Hill Book Co, New York
3. Aswathappa.K. "Organisational Behaviour" Himalaya Publishing House, Bombay.
4. Rao. V.S.P and Satynarayana, "Organisational Behaviour"
5. L M Prasad, "Principles and Practices of Management"
6. Peter Drucker, "Management"
7. C B Gupta, "Principles and Practices of Management"

## **HC 1.2: Market Structure and Analysis**

Code :HC1.2  
Contact Hours :  
Credit Points :4

Univ Code :  
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - marks  
Semester and Examination - marks

**Objective:** To acquaint the students with the concepts and techniques. Used in the market structure and analysis and to enable them to apply this knowledge in business decision making. Focus is on the changes in context of globalization.

**Pedagogy:** A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1: Introduction:** Nature, Scope and importance of the Managerial Economics Business decision and economic analysis, fundamental principles of M. E., role and responsibilities of managerial economist. Differences between economics, and other Disciplines.

**Module 2: Demand Analysis:** Demand determinants and distinctions, elasticity of demand and its uses. Demand forecasting – methods and criteria of forecasting. supply analysis and elasticity supply

**Module 3: Production function, production and cost analysis:** Types and managerial uses of Production function, Cost –output relationship in Short run and long run. Market structure and analysis. Meaning and Classification of the markets – Perfect competition, monopoly, Monopolistic competition, and oligopoly. Pricing and output decision under each market. Price discrimination and Price leadership. Profit theories-nature and objectives of the firm, profit theories, profit maximization as an objective.

**Module 4: Pricing theory and Practices :** Importance of pricing, methods and problems of pricing , pricing in life cycle of a product, pricing of established product, transfer pricing, Multiple products pricing.

**Module 5: Introduction to the Macro Economic Policies :** Concepts, Objectives and tools of monetary policy, objectives and tools of fiscal policy. Business cycles- its impacts and control of business cycles.

**Text Books :**

1. Managerial Economics by Samuelson marks, wiley publishing house, 5<sup>th</sup> edition
2. Managerial Economics by mote, paul, gupta TMH, new edition
3. Managerial Economics by Yogesh Maheshshwari PHI, 2<sup>nd</sup> edition
4. Managerial Economics by D. N. Dwividi Vikas publishing house, 6<sup>th</sup> edition
5. Managerial Economics by Reddy, appanaiah and shanthi HPH, 3<sup>rd</sup> edition
6. Managerial Economics by D. M. Mithani, HpH, 5<sup>th</sup> Edition

## HC 1.3: Financial Markets and Institutions

Code :HC1.2  
Contact Hours :  
Credit Points :4

Univ Code :  
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

Objective: To facilitate the students to understand and evaluate the Indian financial markets and the role of financial institutions.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1 :** **Financial Markets**-Nature, functions and efficiency of financial system; financial system and economic development; Financial assets-meaning , types and role of financial assets; financial markets-meaning, role and types of financial intermediaries, financial innovation; an overview of Indian financial system; analysis of supply of and demand for funds; regulation of financial markets

**Module 2 :** **Money Market**-Organization, instruments, functioning and regulations of money markets; role of RBI and Govt in regulation of Money Market.

**Module 3 :** **Theory and Structure of Interest rates**-The theory of interest rates-current and future, nominal interest rates, base interest rate; yield curve and the term structure; spot and forward rates; determinants of the shape of the term structure.

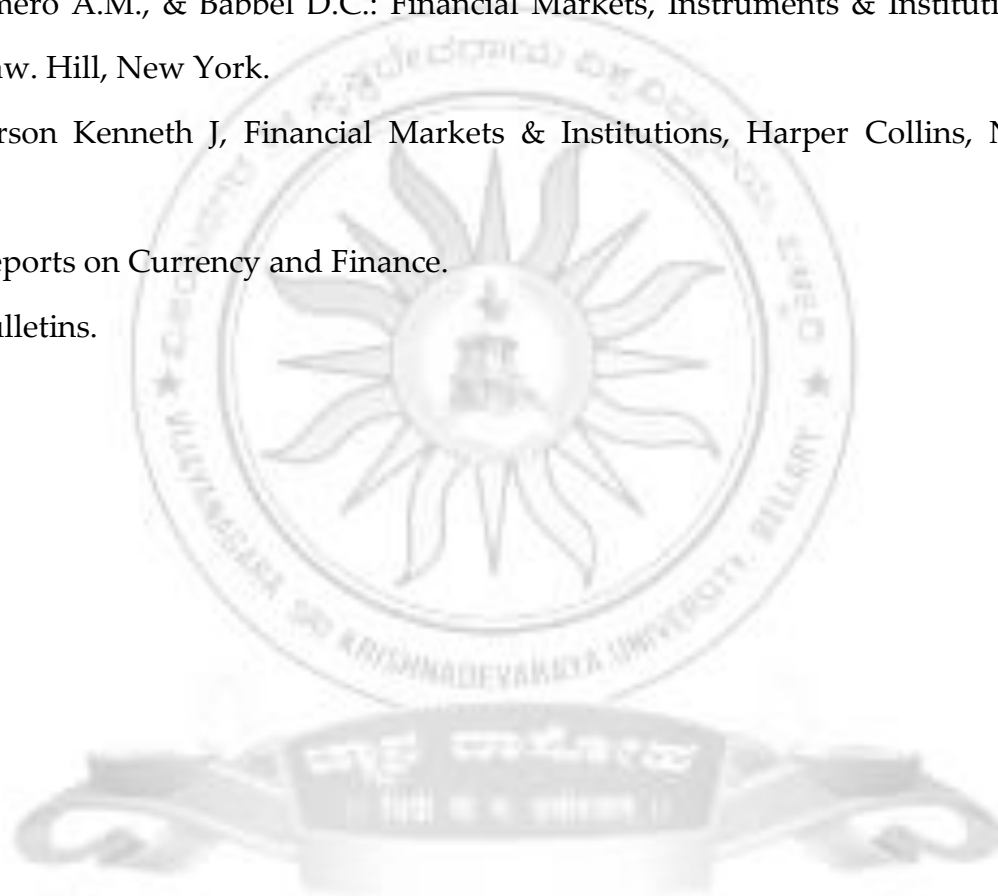
**Module 4 :** **Financial Institutions**-Depository Institutions-commercial banks and industrial finances; working capital finance by commercial banks; term lending; developing credit information system; performance of Indian banking; regulatory aspects of banking.

**Module 5 :** **Financial Institutions**-Non-depository institutions-meaning, importance and growth; UTI and private sector mutual funds; insurance funds-growth and development of life and non-life insurance companies in India; regulation of insurance; pension funds-organization and working of pension funds; regulatory framework



**Text Books:**

1. Bhole, M.K, Financial Markets & Institutions, THM, New Delhi.
2. Cornett M.M., & Saunders A.:. Fundamentals of Financial Management, McGraw Hill, New York.
3. Fobozzi & Modigliani: Capital Markets, Institutions and Instruments, PHI New Delhi 2006.
4. Khan, M.Y, Indian Financial Markets & Institutions, THM, New Delhi.
5. Mandura Jeff, Financial Markets and Institutions, West Publishing Company, New York.
6. Meir Kohn, Financial Institutions and Markets, Oxford University Press, New Delhi, 2007.
7. Mishkin, F.S., & Eakins, Financial Markets & Institutions, Addison Wesley, 2000 S.C.
8. Rose & Marquis, Money and Capital Markets: Financial Institutions and Instruments in a Global Market Place.
9. Santomero A.M., & Babbel D.C.: Financial Markets, Instruments & Institutions, McGraw. Hill, New York.
10. Thygerson Kenneth J, Financial Markets & Institutions, Harper Collins, New York.
11. RBI Reports on Currency and Finance.
12. RBI Bulletins.



## **SC1.4 Accounting for Managerial Decisions**

Code :HC1.2  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** This course provides the students an understanding of the application of accounting techniques for management.

**Pedagogy:** Pedagogy: A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1: Management Accounting:** Meaning, Nature, Scope and Functions of Management Accounting; Role of Management Accounting in Decision Making, Management Accounting V/s Financial Accounting; Tools and Techniques of Management Accounting.

**Module 2: Financial Statement Analysis:** Objectives and Methods of financial Statements analysis; Ratio Analysis, Classification of Ratios – Profitability Ratios, Turnover Ratios, Liquidity Ratios, Solvency Ratios; Advantages of Ratio analysis; Limitations of Accounting Ratios, Funds Flow Statement and Cash Flow Statement.

**Module 3: Absorption and Marginal Costing:** Marginal and Differential Costing as a tool for Decision making – Make or Buy; Change of Product Mix; Pricing, Break-even Analysis; Exploring New markets, Shutdown Decisions.

**Module 4: Budgeting For Profit Planning and Control:** Meaning of Budget and Budgetary Control; Objectives; Merits and Limitations; Types of Budgets; Fixed and Flexible Budgeting; Control Ratios, Zero Base Budgeting; Responsibility Accounting; Performance Budgeting.

**Module 5: Standard Costing and Variance Analysis:** Meaning of Standard Cost and Standard Costing; Advantages and Applications; Variance analysis – Material, Labour and Overhead (Two-way Analysis) Variance.

**Text Books:**

1. Arora. M.N.: Cost Accounting – Principles and Practices; Vikas, New Delhi.
2. Jain.S.P. and Narang.K.L.: Cost Accounting, Kalyani, New Delhi.
3. Homgren, Charles, Foster and Dater et. Al., Cost Accounting – A Management Emphasis; Prentice Hall, New Delhi.
4. Khan.M.Y. and Jain P.K. Management Accounting; Tata McGrew Hill, New Delhi.
5. Kaplan R.S. and Atkinson A.A. Advanced Management Accounting; Prentice Hall, New Delhi.
6. Anthony, Robert & Reece, et. Al., Principles of Management Accounting, Richard Irwin Inc.

## **SC 1.5: Quantitative Methods and Techniques**

Code :SC 1.5  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** The aim of this course is to enable a student to have knowledge about application of probability theory and sampling theory in different areas of commerce, time series analysis and application of linear and multiple correlation and regression analysis.

**Pedagogy:** A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1:** Introduction, origin and development of statistics, meaning, nature of statistics, scope and limitations of statistics and applications of statistics in various fields.

**Module 2:** Measures of central tendency-mean, median and mode, measures of dispersion-range, mean deviation and standard deviation.

**Module 3:** Probability- meaning of probability, concepts of sample space, sample points and events, calculations of probability in case of simple events, mutual exclusive events and compound events. **Sampling** – Concept of sampling, methods of sampling – simple, stratified, and systematic random sampling convenience, quota and judgment sampling

**Module 4:** Time series analysis Meaning, Definition and Components of time series, type of variation-secular trend-semi average method, moving average method, seasonal variation-ratio to trend method, link relative method; Correlation- definition, types of correlation (graphic and mathematical), coefficient; Regression – Meaning, Definition, Regression analysis, estimation of relationship by graphic and algebraic method.

**Module 5:** Multivariate analysis, concepts of multiple regressions and correlation, multiple correlation and regression analysis, coefficients of multiple correlation and regression analysis, concept of partial correlation and Calculations.

**Text Books:**

1. Statistics for Management by Levin & Rubin of (PHI Pub) , 7<sup>th</sup> edition
2. Fundamentals of Statistics by S C Gupta ( Himalaya publication house)
3. Quantitative Techniques in Managements by Vohra (Tata MC Graw hill)
4. Quantitative Methods for Business Decisions by Lapin (Dryden publications)
5. Business Statistics by Bharadwaj R. S. (Excel books)

## MBA (FM) II Semester

Course Code	Course	Teaching Workload				Prescribed Marks			Duration of Examination	Credits
		L	T	P	Hrs/Week	IA	Sem End Exam	Total		
<b>SECOND SEMESTER</b>										
<b>HC 2.1</b>	Business Research Methods	03	02	00	4	30	70	100	3	4
<b>HC 2.2</b>	Merchant Banking and Financial Services	03	02	00	4	30	70	100	3	4
<b>HC 2.3</b>	Financial Management	04	02	00	5	30	70	100	3	5
<b>SC 2.4</b>	Security Analysis and Investment Management	04	02	00	5	30	70	100	3	5
<b>SC 2.5</b>	Strategic Cost Management	04	02	00	5	30	70	100	3	5
<b>OE 2.6</b>	To be chosen from the Courses offered by the other departments.	01	02	00	2	15	35	50	2	2
<b>Total Marks / Credits for the Second semester</b>		<b>19</b>	<b>12</b>	<b>00</b>	<b>25</b>	<b>165</b>	<b>385</b>	<b>550</b>	<b>-</b>	<b>25</b>

## **HC 2.1: Business Research Methods**

Code :HC 2.1  
Contact Hours :  
Credit Points :4

Univ Code :  
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** Business Research Methods provides a comprehensive introduction to area of business research methods. It gives students an assessment of the contexts which different methods may be used and how they should be implemented. And it helps to students to go about doing their own research projects.

**Pedagogy:** Lectures, assignment, Group Discussion.

**Module: 1** Research: introduction, meaning, nature, Objectives, Need and importance of research in business decision making, Types of research, Research process : Criteria of good research, Problems encountered by Researcher in India. Business Research: nature, scope and benefits of research. Ethics in business research

**Module : 2** Research Design: Introduction, Need for Research Design, Features of Good Design, Identification of research problem, selecting the problem, Technique involved in defining a problem, concepts related to research design, different research Designs.

**Module: 3** Data collection, Methods and Techniques: Methods of data collection, Methods of collecting Primary data, Sources of secondary data, Selection of appropriate methods for data collection: Measurement scales, nature of attitudes and their relationship to behaviour, selecting a measurement scale, Rating scales, Scaling techniques, Sampling: Probability and Non-probability Sampling.

**Module 4:** Data Analysis: Data Processing, Editing, coding, Tabulating: Techniques of data Analysis: ANOVA shortcut Method for one-way ANOVA, Coding Method, Two-way ANOVA, ANOCOVA, Technique ANOCOV.

Hypothesis: Sources of Hypothesis, Tests of Significance and Testing of hypothesis; Chi-Square Test.

**Module 5:** Preparation of Research Report: Introduction, meaning of Interpretation, Precautions in Interpretation. Report Writing: Different steps involved in report writing, Layout of the Research Report, Types of Report, Techniques and precautions for writing Research Report.

**Text Books:**

1. Donald R Cooper, Pamela S.Schindler, *Business Research Methods, 9<sup>th</sup> Edition*, Tata McGraw Hill Education private limited.
2. Mark Saunders, Philip Lewis, Adrian thornhill, *Research Methods for Business students, 3<sup>rd</sup> Edition*.
3. Alan Bryman, Emma Bell, *Business Research Methods, 2<sup>nd</sup> Edition*.
4. Joseph.F.Hair, Jr. Mary Wolfinbarger cels, Arthur. H.Money, Philip samouel, Michel.J Essentials of Business Research Methods.
5. Pankaj Madam, vageesh paliwal, Rajul Bhardwaj.*Research Methodology, Global vision publishing house*.
6. Bennet Roger: *Management Research;ILO Publications*.
7. C.R. Kothari: *Research Methodology: New Age International Publications*.
8. K.V.Rao *Research Methodology in Commerce and Management; Sterling Publications Ltd., New Delhi*



## **HC2.2: Merchant Banking and Financial Services**

Code :HC 2.2  
Contact Hours :  
Credit Points :4

Univ Code :  
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

Objective: To enable the students to understand and provide services.

Pedagogy: A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

- Module 1** : **Merchant Banking:** Meaning, functions - Issue Management-Equity issues activities—raising capital from International markets: ADRs, GDRs, ECB, etc., SEBI guidelines for merchant bankers
- Module 2** : **Lease and Hire Purchase:** Meaning and Types of leasing, Legislative frame-work, issues on Depreciation and Tax-Problems on leasing; Hire Purchasing – Concepts, features - Tax and Depreciation implications - Problems on Hire Purchasing.
- Module 3** : **Credit rating and Securitization of debts:** Definition and meaning - Process of credit rating of financial instruments, rating methodology, rating agencies, rating symbols of different companies; Securitization of debt – Meaning, Features, Special Purpose Vehicle, Pass Through Certificates, mechanism, benefits of Securitization, contemporary issues in Securitization.
- Module 4** : **Depository Service** : Depository services, Role of depositories and their services, Advantages of depository system-NSDL and CDSL- Depository participants and their role, Stock Broking Services including SEBI guidelines



**Module 5** : **Money Market Instruments ;** Treasury Bill-Commercial bill-Commercial paper- Certificate of deposit –REPO/Reverse REPO-Call money-Notice money-Term money-Credit card-Bill discounting-Factoring-Forfeiting-Consumer finance-Reverse mortgage service.

**Text Books:**

1. Financial Services - M.Y.Khan-TMH
2. Merchant Banking - J.C.Verma
3. Financial Services and Systems - S.G.Guruswamy-Thomson Learning
4. Indian Financial System - M.Y.Khan-TMH
5. Financial Services - Gordon & Nataraju-HPH
6. Indian Financial System – Pathak, Pearson Education
7. Merchant Banking Principles and Practices, H.R, Machiraju, New Age International
8. Financial Institutions and Markets L.M.Bhole - TMH
9. Financial Markets and Institutions - S.G.Guruswamy,Thomson Learning
10. Services Marketing - S.M.Jha, HPH
11. Indian Financial System – Machiraju - Vikas
12. Merchant Banking and Financial Services - N. Mohan - Excel Books

## HC 2.3- FINANCIAL MANAGEMENT

Code :HC 2.3  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** To acquaint the students with broad framework of financial management and to impart the knowledge in techniques of financial management, enable them to apply the techniques in financial investment, financial & dividend decisions.

**Pedagogy:** A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1: Financial management:** An overview-nature, significance, functions & scope of financial management, Financial management & its relationship with other disciplines; Financial management's importance in business; Objectives of financial management; Time value of money. Present value of an annuity, Future value of an annuity, inter year compounding & discounting

**Module 2: Sources of finance to business-Instruments of long term finance: Cost Of Capital:** Meaning & concept; cost of equity, cost of debt, weighted average cost of capital; **Capital Structure:** Meaning & concept of capital structure; Theories of capital structure-Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani & Miller (MM) Approach; Taxation & Capital Structure- corporate & personal tax

**Module 3: Capital Budgeting Decisions:** Meaning & Concept; Principles & characteristics of capital budgeting; Process of capital budgeting; Investment criteria- Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Payback period, accounting Rate of Return, EVA, Profitability Index.

**Module 4: Working Capital Management:** Concept, characteristics, importance of WCM, Factors influencing working capital requirement; Computation through operating cycle approach; Walker's Four Part Theory of WCM, Case Study on managing Working Capital of Unilever Ltd

**Module 5: Dividend Decisions:** Why firms pay dividends; Legal & procedural aspects; Dividend & management valuation- Walter's Model, Gordon's Model, Traditional position-Case study on traditional approach of dividend policy of ICICI Ltd, MM Position, Radical Position, Case study on dividend policy of Hero Honda Co., Ltd/other leading companies.

**Text Books:**

1. *Financial Management Theory and Practice – Brigham E F (Dryden Press Publications).*
2. *Financial Management – M Y Khan and P K Jain (5<sup>th</sup> Edition) (Tata McGraw-Hill Publishing Company)*
3. *Financial Management Theory and Practice – Prasanna Chandra (7<sup>th</sup> Edition) (Tata McGraw-Hill Publishing Company).*
4. *Financial Decision Making – Hampton, John (Prentice Hall, Englewood Cliffs Publication)*
5. *Financial Management- Archer, Stephen H (John Wiley Publications)*
6. *Financial Management and Policy – Van Horne, James C (PHI Publications)*
7. *Financial Management – ICAI Publications*
8. *Financial Management- IM Pandey*

## **SC 2.4: Security Analysis and Investment Management**

Code :HC 2.4  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** To acquaint the students with various concepts of Investment Management and to facilitate them to understand various issues of investment

**Pedagogy:** A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1: Investments:** Meaning, Avenues of Investment, Financial Investments, types, and their Characteristics; and Sources of Financial Information, Process, Elements of Investments, Measurement of Return and Risk, and Analysis and selection of securities – Fundamental Analysis and Technical Analysis.

**Module 2: Efficient Market Theory:** Random Walk Theory, The Efficient Market Hypothesis, Forms of Market Efficiency, EMH Vs Fundamental and Technical Analysis.

**Module 3: Portfolio Analysis and Management:** Diversification - Effects of Combining Securities, Markowitz Model, and Location of the Efficiency Frontier, Sharpe's Single Index Model.

**Module 4: Capital Asset Pricing:** Capital Asset Pricing Model (CAPM), Assumptions, Capital Market Line, Security Market Line; Arbitrage Pricing Theory.

**Module 5: Portfolio Performance:** Measurement of Portfolio Performance, Risk and Return, Risk Adjusted Performance Measures - Sharpe, Treynor, Jensen and Fama Models.

## **Text Books:**

1. Bodie ZVI, Kane Alex, Marcus J Alan and Mohanty Pitabas., **Investment**, The Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Sharpe F William, Alexander J Gordon and Bailey V Jeffery., **Investments**, Prentice-Hall of India Private Limited, New Delhi.
3. Fischer E Donald and Jordan J Ronald., **Security Analysis and Portfolio Management**, Prentice-Hall of India Private Limited, New Delhi.
4. Kevin S., **Portfolio Management**, PHI, New Delhi.
5. Pandian Punithavathy, **Security Analysis and Portfolio Management**, Vikas Publishing House Private Limited, New Delhi.
6. Chandra Prasanna., **Investment Analysis and Portfolio Management**, The Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Agarwala K.N and Deeksha Agarwal., **Bulls, Bears and the Mouse**, Macmillan, New Delhi.
8. Cheney J and E Muses., **Fundamentals of Investments**, Paul, New York.
9. Clark, James Francis., **Investment Analysis and Management**, McGraw Hill, International Edition.
10. Dalton, John M., **How the Stock Markets Work**, PHI, New Delhi.
11. Domodran, **Investment Valuation**, John Wiley, New York.
12. Fabozzi, Frank J., **Investment Management**, Prentice Hall, International Edition.
13. Choudary Moorad., **The Bond and Money Markets Strategy, Trading, Analysis**, Buttonworth-Heinemann, Woburn.
14. Kishore M Ravi, **Financial Management**, The Tata McGraw-Hill Publishing Company Limited, New Delhi.
15. Pandey I M., **Financial Management**, Vikas Publishing House Private Limited, New Delhi.
16. Khan M Y., **Financial Management**, The Tata McGraw-Hill Publishing Company Limited, New Delhi.
17. ICFAI, **Portfolio Management**, The ICFAI University, Hyderabad.
18. Business Dailies (one of the following is compulsory for every student)
  - a. The Hindu Business Line
  - b. The Economic Times
  - c. The Financial Times
  - d. The Business Standard
19. Business Magazines and Journals for contemporary issues in financial sector.

## **SC 2.5: Strategic Cost Management**

Code :HC 2.5  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** To familiarize the students with the strategic tools for managerial decisions

**Pedagogy:** A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1:** Cost Management – Nature and Scope – Management of Value Chain – Tools of Cost Management, Product Costing Systems – Concepts & Design Issues.

**Module 2:** Activity Based Costing System – Meaning and Scope – Limitations of Traditional Costing. Allocation Methods – Application of ABC System – Activity – Based Management – Concept and Scope – Target Costing – Benchmark Costing.

**Module 3:** Quality Cost Systems – Meaning and Applications – Conflict Between Quality and Cost – Trade off between Quality and Price – Value Analysis – Life Cycle Costing – Learning Curve Analysis – JIT.

**Module 4:** Cost Estimation – Methods – Costing Engineering – Using Regression Analysis – Evaluating Performance – Variance Analysis – Kaizen Costing.

**Module 5:** Cost Control and Cost Reduction – Managerial and Technical Aspects – Meeting the Cost Reduction Challenges, Role of Cost Accountant.

### **Text Books:**

1. Cost Management – Strategies for Business Decision Hilton, Maher and Selt, Tata McGraw Hill, II ed 2002.
2. Cost Accounting – Principles and Practice, B.M.Lal Nigam, Prentice Hall of India.
3. Cost Accounting – Theory and Practice, Bhabatosh Benarjee, Prentice Hall of India.

4. Principles of Quality Costs Principles, Implementation and Use Jack Companella, Prentice Hall of India Pvt. Ltd., 2000 (3<sup>rd</sup> Ed.).
5. Cost Accounting – Jain and Narang.
6. Cost Accounting – A Managerial Emphasis Charles TN Horngren.
7. Cost Accounting – B.Banerjee, World Press, Calcutta.



## Open Elective

### OE 2.6 - ACCOUNTING FOR NON-ACCOUNTING EXECUTIVES

Code :HC 2.6  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** This paper intended to provide an elementary and clear exposition of the subject of accountancy not only to those students who want to take it as career but also to those who are otherwise interested in the general understanding of the subject.

**Pedagogy:** A combination of Lectures, Case Analysis, Group Discussions, Seminars, Assignments, etc

**Module 1 : Accounting and Business: Accounting-** meaning, definition, need for accounting, users of accounting information, branches of accounting; **Business-** meaning, definition, types of business organizations; Accounting and business, what accountants do?

**Module 2 : Accounting Records: Book Keeping** – meaning, definition, types- single entry system, double entry system, accounting and book keeping.; Transactions, recording of transactions, accounts, rules of accounts; Basic accounting records- journal-division of journal (subsidiary books), ledger, cash book, trial balance.

**Module 3 : Basic Accounting Principles: Accounting Principles;** meaning of accounting principles, basic accounting principles- concepts and conventions, accounting policy, accounting postulates, accounting standards.

**Module 4 : Financial Statements: Profit and loss account-** expenses, income, preparation of profit and loss account Balance sheet- assets, liabilities, owner's capital, preparation of balance sheet Cash flow statement- meaning of cash flow, sources of cash, preparation of cash flow statement. Fund flow statement.

#### Text Books:

1. S.N. Maheshwari & S.K. Maheshwari, "An Introduction to Accountancy", Vikas Publications.
2. N. Ramchandran & Ramkumar Kakani, "Financial accounting for management", The McGraw-Hill companies
3. S.K. Bhattacharya & John Dearden, "Accounting for management", Vikas Publications.

4. Peter Eisen, "accounting", Barron's Business Review Books.
5. Chakravarthy, "Fundamentals of accounting", New Age International Publishers
6. Shashi.K.Gupta & R.K.Sharma. "Management Accounting – Principles and Practices", Kalyani publishers.

## MBA (FM) III Semester

Course Code	Course	Teaching Workload				Prescribed Marks			Duration of Examination	Credits
		L	T	P	Hrs/Week	IA	Sem End Exam	Total		
<b>THIRD SEMESTER</b>										
<b>HC 3.1</b>	Infrastructure Development and Financing	03	02	00	4	30	70	100	3	4
<b>HC 3.2</b>	Mergers and Acquisitions	03	02	00	4	30	70	100	3	4
<b>HC 3.3</b>	Treasury Management	04	02	00	5	30	70	100	3	5
<b>SC 3.4</b>	Financial Derivatives	04	02	00	5	30	70	100	3	5
<b>SC 3.5</b>	International Financial Management	04	02	00	5	30	70	100	3	5
<b>OE 3.6</b>	To be chosen from the Courses offered by the other departments.	01	02	00	2	15	35	50	2	2
<b>Total Marks / Credits for the Third semester</b>		<b>19</b>	<b>12</b>	<b>00</b>	<b>25</b>	<b>165</b>	<b>385</b>	<b>550</b>	<b>-</b>	<b>25</b>

## **HC 3.1 Infrastructure Development and Financing**

Code :HC 3.1  
Contact Hours :  
Credit Points :4

Univ Code :  
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** This course introduces application of various modules and technique for Infrastructure development.

**Pedagogy:** Lectures, case analysis, group discussions, presentations & assignment.

**Module-1 :** Introduction: Characteristics of infrastructure projects-type of infrastructure projects, Status of Infrastructure Development in India-Government policy towards infrastructure Development in India-Experts Committees recommendations.

**Module-2 :** Models of Infrastructure Development- Public Ownership and Operative PPP Model, BOOT, BOLT, BOT.

**Module-3 :** Infrastructure project Appraisal-Methods-Procedure Difficulties in Application-Practices across the world-World Bank Approach

**Module-4 :** Infrastructure financing in India-Sources and Institutions-IDFC, TNDF & IDC criteria and eligibility. Types of funding-Terms of funding-Procedures & Clearances-recovery.

**Module-5 :** Case studies-Power/Energy Projects-Telecom Projects-Transport & Port projects.

### **Text Books:**

1. Mudge, Richard R. and Susan jakubiak, Financing Infrastructure: Innovations at the local level, National League of Cities, Washington, 1988.
2. McDowell, Bruce D., Future of Infrastructure finance, CETS, Philadelphia, 1996.

3. Indian power projects-Regulation and Policy and Finance-Vol. 1 & 2, Asia Law and Practice, Hong Kong, 1998.
4. Project finance-Practical case studies, Capital Management Sciences, New York, 1990.
5. Project and Infrastructure Finance in Asia, Asia Law and Practice, Hong Kong, 1994.
6. Bhattacharaya.K.P., (Ed.0, Affordable Housing and Infrastructure in India, Vedams Academic Books, New Delhi 1998.

## **HC 3.2 Mergers and Acquisitions**

Code :HC 3.2  
Contact Hours :  
Credit Points :4

Univ Code :  
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** This course provides the students an understanding conceptual framework of Mergers and acquisitions and its application under various constraints.

**Pedagogy:** Lectures, case analysis, group discussions, presentations & assignment.

**Module-1** An overview of corporate restructuring-Value drivers-Due Diligence Process for M & A-Ethical issues in M & A.

**Module-2** Different forms of mergers-Rationale for mergers and acquisitions-Value creation through mergers and acquisitions-Tax implications-Financing mergers and acquisitions-Merger Negotiations.

**Module-3** Takeovers -Tender offer-Defensive tactics-Leveraged buyouts-Divestment-Buyback of shares-Employee stock ownership plans-Creeping acquisitions.

**Module-4** Regulations for Mergers and Takeovers in India -SEBI Guidelines for takeovers-SEBI Guidelines for buyback of securities-SEBI Guidelines for ESOP.

**Module-5** Cross border Mergers and Acquisitions: Motivations-Opportunities and Threats-Recent cases.

**Text Books:**

- 1 Dr. JC. Verma: Corporate Mergers, amalgamation and Takeovers ( Bharat)
- 2 S. Ramanujam, et al: Mergers-Issues Implications and Case laws in Corporate Restructuring(Tat McGraw Hill)
- 3 Weston, et al: Takeovers Restructuring and Corporate Governance (Pearson)
- 4 Ravindhar Vadapalli: Mergers Acquisitons and business Valuation (Excel)
- 5 Chandrasekhar Krishnamurthi and Vishwanath: Mergers Acquistions and Corporate Resrtucturing (Response)
- 6 Kevin K. Boeh and Pall W. Beamish: Mergers and Acquisitions (Sage)

## **HC3.3 :Treasury Management**

Code :HC 3.3  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective: This course helps students to understand operational aspects of treasury Management in banks.**

**Pedagogy: Lectures, Case analysis, Group Discussions, Presentations and Home Assignment.**

- Module 1** : Introduction to treasury management – Objectives – Concept – Functions of integrated treasury – Process of Globalization – Evolving role of Treasury as profit centre – Organization of treasury.
- Module 2** : Treasury products – Short term funds and investment management – Financial marketing – Money market – Capital market – Call money – Government securities – REPOs – Certificate of deposits - Rediscounting bills – Commercial papers – Foreign Exchange Markets & treasury – Linkage of domestic operations with foreign operations.
- Module 3** : Liquidity planning and managing cash assets – Measurement of liquidity – Objectives of cash management – Reserve with Central banks – Managing float – Managing correspondent balances – Liquidity planning – Traditional liquidity measures.
- Module 4** : Treasury System: Clearing & Settlement System; Characteristics of Clearing & Settlement System; Clearing & Settlement Process; Automated Clearing House System; Clearing House Interbank Payment System; Continues Link Settlement System; Regulations of Treasury Systems;
- Module 5** : Forex Management Nature, significance and scope of forex management; forex manager; foreign exchange market; foreign exchange rates; determinants of foreign exchange rates; exchange rate quotes; types of exchange rates; forex trading; foreign exchange risk exposures and their management; exchange rate forecasting; present status of foreign exchange market in India.



**Text Books:**

1. IIBF. "Risk Management" Macmillan, New Delhi.
2. Bhaskaran, R. "An Introduction to fund and Investment Management in Banks" Bankers Institute of Rural development, Lucknow.
3. Steven M Bragg. "Treasury Management" The Practitioner's Guide, John Wiley & Sons, Inc., Hoboken New Jersey.
4. IIBF, "Bank Financial Management"
5. Bagchi, S.K."Credit Risk Management." Jaico Publishing House, Mumbai.
6. Rose, Peter. "Commercial Bank Management" 5<sup>th</sup> Edition, Texas A & M University College Station.

## **SC 3.4: Financial Derivatives**

Code :HC 3.4  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** This course introduces the various tools and techniques of financial risk management.

**Pedagogy:** Lectures, case analysis, group discussions, presentations and assignments.

**Module 1 : Introduction:** Meaning of derivatives, forwards and futures contract, option, traders in futures and option markets, functions of derivatives market, world derivatives market.

**Module 2 : Forwards and Futures contract:** Valuation of forwards and futures, stock index futures, valuation of stock index futures, hedging using futures contract and stock index futures contract, adjusting the beta of portfolio using stock index futures.

**Module 3 : Option contracts:** characteristics of option contracts, buyer and seller attitudes, option pricing, risk and return on equity option, option trading strategies.

**Module 4 : Valuation of option:** A graphic analysis of call and put values, characteristics of option values, models of valuation of option, applicability of Black and Scholes Model.

**Module 5 : Trading risks and regulation:** Trading mechanism, types of orders, risks in derivatives trading. Futures and Options in India: the Badla system, option in India-Teji and Mandi.

### **Text Books:**

1. N.D.Vohra and B.R.Bagri, "Futures and Options", Tata Mc Graw Hill, New Delhi.
2. John C Hull, "Fundamentals of Futures and Options market", Pearson Education, New Delhi
3. I.M, Pandey, "Advanced Financial Management", Vikas Publishing House, New Delhi.
4. William F. Sharpe, Gordon J Alexander and Jeffery V Bailey, "Investments", Prentice Hall , New Delhi.
5. R.Mahajan, "Futures and Options", Vision Books Pvt Ltd, New Delhi.

## **SC3.5: International Financial Management**

Code :HC 3.5  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** This course helps students to understand the conceptual framework of International finance and use thereof in making financial decisions

**Pedagogy:** Lectures, Case analysis, Group Discussions, Presentation & Assignment

**Module 1 : Multinational Financial Management:**

Meaning and objectives, global financial manager-functions of financial management-scope relationship to domestic financial management.

**Module 2 : Foreign Exchange Risk Management:**

Foreign exchange risk and exposure, types of foreign exchange risks, transaction, and economic exposure-internal and external techniques of foreign exchange risk management.

**Module 3 : Environment of International Financial Management:**

Multinational/Transnational corporations-foreign exchange market-dealers in foreign exchange market, foreign exchange transactions, sale and purchase transactions-spot and forward transactions, hedging, speculation and arbitrage operations, Equilibrium in foreign exchange market.

**Module 4 : Financing Foreign Operations:**

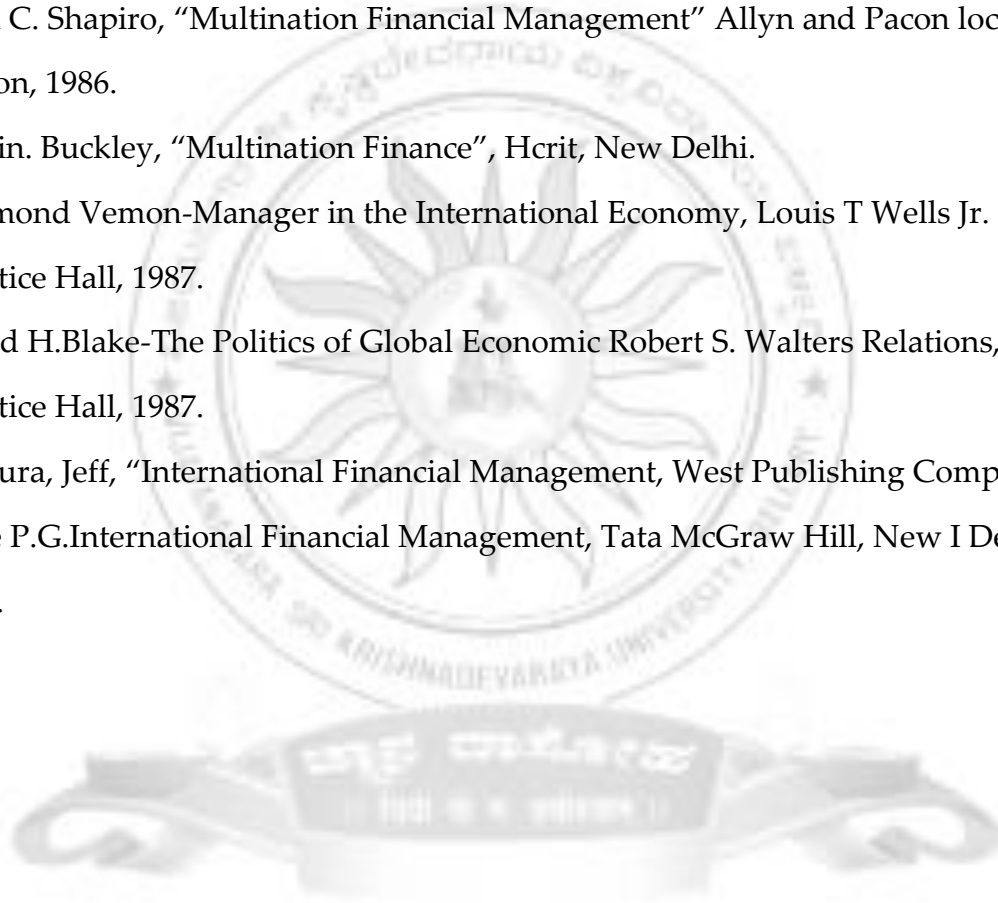
Corporate sources and uses of funds, national capital markets, Euro markets, special financial vehicles, interest rate and currency swaps, debt, equity swaps, internal leasing, designing global financing strategy.

**Module 5 : International Capital Budgeting:**

Basics of capital budgeting issues, foreign project appraisal-political risk analysis, growth options and project evaluation. Multinational working capital management, short-term financing, objectives and options, borrowing strategy and exchange risk management, current assets management strategy.

### **Text Books:**

1. Ian H.Giddy, Global Financial Markets AITBS 2000.
2. Kirt C.Butler, Multinational Finance Thomson South Western.
3. Reid W. Click and Coval, 'International Financial Management' Prentice Hall India.
4. Reid. M. Rodriguez, "International Financial Management" E Eugene Carter Prentice Hall, New Delhi 1985
5. Alan C. Shapiro, "Multination Financial Management" Allyn and Pacon loc, Boston, 1986.
6. Adrin. Buckley, "Multination Finance", Hcrit, New Delhi.
7. Raymond Vemon-Manager in the International Economy, Louis T Wells Jr. Prentice Hall, 1987.
8. David H.Blake-The Politics of Global Economic Robert S. Walters Relations, Prentice Hall, 1987.
9. Madura, Jeff, "International Financial Management, West Publishing Company.
10. Apte P.G.International Financial Management, Tata McGraw Hill, New I Delhi 1995.



### **3.6 O E : Personal Financial Management**

Code :HC 3.6  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** This course helps the non-finance students to understand financial aspects useful in their day to day life.

**Pedagogy:** Lectures, Case analysis, group discussions, presentation.

**Module I** : **Basics of Personal Finance** Understanding Personal Finance: The Financial Planning Process. Measuring and Assessing personal financial performance. Financial Goals. Financial Value of Money. Financial Statements, Tool, and Budgets. Financial Adviser

**Module II** : **Money Management –Borrowing and Credit** Basics of borrowing – Borrowing decisions, Lenders, Applying for a Loan, Repayment, Defaults, Resolving disputes.

Consumer Credit – Credit card, Store charge account, Time Payment and Deferred payment, Personal Loans.

Financial for Cars and Homes – Car Loans, Buyback plan, Leasing, Car loan default. Home Loans, Choosing a home loan, Home Loan Process, Home Loan Default.

Managing Income Taxes - Managing Checking and Savings accounts, Planning the Basic Household Activity, Cash Management and Financial Institutions.

**Module III** : Savings and Investments – Different types of savings, Risk and Return in savings plans. Investing in Shares, Investing in Mutual Funds, Investing on Gold and Real Estate

**Module IV** : **Income and Asset Protection**-Managing Property and Liability risk; Managing Health Expenses; Life Insurance Planning

**Module V** : **Retirement and Estate Planning Insurance** Planning for retirement; Protecting the household Wealth; Life, Health and Disability Insurance; Property, Home and Automobile Insurance, Estate Planning

**Text Books:**

1. Personal Finance – Jack R.Kapoor, Les R.Dlabay & Robert J.Hughes- McGraw Hill
2. Personal Finance – Garman & Forgue – 10 Edition, South Western Cengage Learning Publication.
3. Personal Finance – A User’s Perspective \_ Michael D Joehnk, Lawrence J. Gitman, South Weston Cengage Learning Publication.
4. Personal Financial Management – Nico Swart – Juta & Co Ltd.
5. Personal Finance and Investments, A behavioral finance perspective – Keith Redhead

## MBA (FM) IV Semester

Course Code	Course	Teaching Workload				Prescribed Marks			Duration of Examination	Credits
		L	T	P	Hrs/Week	IA	Sem End Exam	Total		
<b>FOURTH SEMESTER</b>										
<b>HC 4.1</b>	Mutual Funds	<b>04</b>	<b>02</b>	<b>00</b>	<b>5</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>	<b>5</b>
<b>HC 4.2</b>	Risk Management	<b>04</b>	<b>02</b>	<b>00</b>	<b>5</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>	<b>5</b>
<b>HC 4.3</b>	Project Report	<b>04</b>	<b>04</b>	<b>00</b>	<b>6</b>	<b>30*</b>	<b>70</b>	<b>100</b>	<b>-</b>	<b>6</b>
<b>SC 4.4</b>	Project Planning and Control	<b>04</b>	<b>02</b>	<b>00</b>	<b>5</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>	<b>5</b>
<b>SC 4.5</b>	Corporate Tax Planning	<b>04</b>	<b>02</b>	<b>00</b>	<b>5</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>3</b>	<b>5</b>
<b>Total Marks / Credits for the Fourth semester</b>		<b>20</b>	<b>12</b>	<b>00</b>	<b>26</b>	<b>150</b>	<b>350</b>	<b>500</b>	<b>-</b>	<b>26</b>

\*Project Report: 70 marks for evaluation and  
30 marks for viva voce examination

### **Open Elective subject offered by the Department of Commerce**

OE 2.6- Accounting for Non-Accounting Executives

OE 3.6- Personal Financial Management

## **HC4.1: MUTUAL FUNDS**

Code :HC4.1  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** This course exposes students to operational, Investment and evaluation aspects of mutual funds.

**Pedagogy:** Lectures, case analysis, group discussions, presentations and home Assignment.

**Module-1:** Evolution of Mutual Funds- Concept of mutual fund, Organization of mutual funds, Players of mutual funds, types of mutual funds, Advantages and disadvantages of mutual funds, Key Financial measures.

**Module-2:** Regulation of mutual funds, Guidelines by the ministry of Finance, RBI Guidelines, SEBI Regulation and Guidelines.

**Module-3:** Mutual fund evaluation- Measures of mutual fund evaluation, Risks involved in mutual fund investment, mutual fund selection, styles in choosing the right Mutual fund scheme.

**Module-4:** Management of mutual funds, marketing and investment aspects of mutual fund, mutual-Fund investment process.

**Module-5:** Business Ethics in mutual funds, Mutual fund prospect, Future Growth Strategy.

### **Text Books:**

1. Sundar shankaran- Indian Mutual Funds Handbook, First edition, Vision Books Private Ltd., New Delhi.
2. I M Pandey- Financial management, Eighth edition, Vikas Policing House Pvt Ltd., New Delhi.
3. Ravi M. Kishore- Financial management, Forth edition, Taxmann Allied Services Pvt. Ltd., New Delhi.



## **HC 4.2: RISK MANAGEMENT**

Code :HC4.2  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective** : This course introduces to the application of various tools and Techniques of risk management in banks.

**Pedagogy** : Lectures, case analysis, group discussions and presentations.

**Module 1** : Over view of Risk. Risk identification, Risk, Insurance and Management: Introduction to Risk and Insurance. Risk Identification and Risk Evaluation. Risk assessment & Management-Risk Analysis: Exposure of Physical Assets, Financial Assets, and Human Assets, Exposure to Legal Liability. Risk Management, Risk Control.

**Module 2** : Risk Management using Futures and Forwards Differences-Valuation of Futures, Valuation of Long and Short Forward Contract. Mechanics of Buying & Selling Futures, Margins, Hedging using Futures-Specification of Futures-Commodity Futures, Index Futures Interest Rate Futures - Arbitrage Opportunities.

**Module 3** : Risk Management using Swaps: Mechanics of Interest Rate Swaps-Volatility of Interest Rate Swaps-Currency Swaps.

**Module 4** : Risk Management using Options: Types of options, option pricing, factors affecting option pricing-call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options-stock options-options on stock index-options on futures-interest rate options. Concept of Exotic Option. Hedging & Trading strategies in Revolving Options, Valuation of Option: Basic Model, One Step Binomial Model, Black and Scholes Analysis, Option Greeks. Arbitrage profits in Options.

**Module 5** : Commodity Derivatives: Commodity Futures Market-Exchanges for Commodity Futures in India, Forward Market, Commissions and Regulation-Commodities Traded-Trading and Settlements-Physical Delivery of Commodities.

**Text Books:**

1. Option Futures & Other Derivatives-John C.Hull-(Pearson Education), 6/e
2. Options & Futures-Vohra & Bagri-(TMH), 2/e
3. Derivatives-Valuation & Risk Management-Dubofsky & Miller-(Oxford University Press), 2004/05
4. Risk Management & Insurance-Harrington & Niehaus-TMH, 2/e
5. Risk Management & Derivative-Shulz-Thomson/Cengage Learning.
6. Principles of Risk Mgmt. & Insurance-Rejda-Pearson Education/PHI, 8/e, 2003
7. Introduction to Derivatives and Risk Management-Chance-Thomson Learning, 6/e, 2004
8. Introduction to risk Management & Insurance-Dorfman-Pearson/PHI, 2004
9. International Risk & Insurance-Skipper-(TMH)
10. Options & Futures-Edwards & Ma-(McGraw Hill), 1/e
11. Derivatives & Financial Innovations-Bansal-TMH.
12. Credit Risk Management-Anderw Fight-Elvis.
13. Financial Derivatives-S.S.S.Kumar PHI 2007.
14. Risk Management-Koteshwar HPH.
15. Futures, Options and Swaps-Robert W Kolb-Blackwell Publishing.
16. Risk Management and Insurance, Treishumann:Thomson, 12 Ed.

## **SC4.4 : PROJECT PLANNING AND CONTROL**

Code :HC4.4  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** The objective of this course is to enable students understand  
The concepts tools used in preparation of project.

**Pedagogy:** Lectures, case analysis, group discussions, presentation and assignments

**Module 1: Identification of Investment Opportunities:** Project ideas, Screening of ideas, Environment Scanning and Opportunities Analysis; Government Regulatory Framework.

**Market and Demand Analysis:** Information required for Market and Demand Analysis; Sources of Information – Primary and Secondary; Demand Forecasting.

**Technical Analysis:** Materials and Inputs, Production Technology, Product Mix, Plant location and Layout, Selection of Plant and Equipment.

**Module 2: Cost of Project and Means of Financing:** Major cost components, Means of Financing; Planning Capital Structure; Various Financing schemes of Financial Institutions.

**Module 3: Profitability, Financial Projection and Tax Considerations:** Cost of Production, Break Even Analysis; Projected Balance Sheet, Profit and Loss account and Cash Flow Statement; Provisions and Considerations for Computing Taxable Income.

**Module 4: Appraisal Criteria and Appraisal Process:** Methods of Appraisal and under certainty and Risk and Uncertainty, Investment Appraisal in Practice; Process followed by Financial Institutions; Project Appraisal Techniques.

**Module 5: Social Cost Benefit Analysis:** Rationale for Social Cost Benefit Analysis; Methodology of SCBA; L&M Approach and UNIDO Approach; Measurement of the impact on Distribution; SCBA in India.

**Text Books:**

1. Chandra, Prasanna: Project Preparation, Appraisal and Implementation, Tata McGraw Hill, New Delhi.
2. I.D.B.I. Manual of Industrial Project Analysis in Developing countries.
3. Pitale, R.L., Project Appraisal Techniques, Oxford and IBH.
4. Timothy, D.R. with W.R. Sewell: Project Appraisal and Review, Macmillan, India.
5. Chaudhary, S: Project Management, Tata McGraw Hill, New Delhi.

## SC4.5 CORPORATE TAX PLANNING

Code :HC4.5  
Contact Hours :  
Credit Points :5

Univ Code :  
Work load : 5 hours per week

Evaluation: Continues Internal Assessment - 30 marks  
Semester and Examination - 70 marks

**Objective:** To acquaint students with the major provisions of the acts, rules, Tariffs and modus operandi of taxes.

**Pedagogy:** Lectures, case analysis, group discussions problem solutions, assignment.

**Module 1: Basic Concepts:** Income Tax, Assessee, Assessment Year, Previous Year, Income, Gross Total Income, Taxable Income, Company, Indian Company, Domestic Company, Widely-Held Company, Closely -Held Company, Residential Status of Corporate Assessee and Incidence of Tax.

**Module 2: Computation of Corporate Tax:** Head-wise computation of Income (Emphasis on Business Income), Set Off and Carry Forward of Losses, Deduction from Gross Total Income applicable to Corporate Assessee, Determination of Tax Liability, Minimum Alternate Tax (MAT) and Dividend Distribution Tax.

**Module 3: Tax Planning and Management:** Concept of Tax Planning, Tax Management, Tax Avoidance and Tax Evasion, Differences between Tax Planning and Tax Management, Tax Evasion and Tax Avoidance.

**Module 4: Tax Planning for managerial decisions:** Make or Buy Decision, Own or Lease Decision.

**Module 5: Assessment Procedure:** Types of Assessment, Advance Payment of Tax.

**Text Books:**

1. B.B Lal and Vashisht, "Direct Taxes: Income Tax, Wealth Tax and Tax Planning", Pearson Education, New Delhi.
2. Vinod K Singhania and Kapil Singhania, "Direct Taxes Law and Practice", Taxmann, New Delhi.
3. Ahuja GK and Ravi Guptha, "Systematic Approach to Income Tax and Central Sales Tax", Bharat Law House, New Delhi.
4. Vinod K Singhania and Monika Singhania, "Direct Tax Planning and Management", Taxmann, New Delhi.
5. Manoharan and Hari, "Direct Tax Laws", Snow white, Mumbai.
6. Bhagawathi Prasad, "Direct Taxes", New Age publications, New Delhi.
7. Sreenivas, "Corporate Tax Planning", Tata Mc Graw Hill, New Delhi.
8. Lakhotia, "Corporate Tax Planning", Lakhotia, New Delhi.

M.BA.(FM) Degree Examination

MANAGEMENT

Paper –

Time – 3 Hours

Max. Marks -70

Section – A

1. Answer any TEN sub questions. Each sub-question carries one mark.

(10X1=10)

- a)
- b)
- c)
- d)
- e)
- f)
- g)
- h)
- i)
- j)
- k)
- l)

Section – B

Answer any THREE of the following questions. Each question carries five marks.

(3X5=15)

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

Section – C

Answer any THREE of the following questions. Each question carries Ten marks.

(3X10=30)

- 7.
- 8.

9

10.

11.

Section – D

12. Analyse the following case and answer the question given below

(1x15=15)