

**DEPARTMENT OF FINANCIAL STUDIES
UNIVERSITY OF DELHI SOUTH CAMPUS
NEW DELHI-110021**

**PROPOSED COURSE CURRICULUM FOR TWO YEAR
(FULL TIME) MBA (FINANCIAL MANAGEMENT)**

1. Rationale and Course Objectives

The MBA (Financial Management) replaces the existing Master of Finance and Control (MFC) Programme of the Department of Financial Studies, in accordance with The Gazette of India notification no.27dated July 5-11, 2014 and the subsequent discussion of the Academic Council on January 21, 2015 and Executive Council on May 28, 2015 (Resolution No. 04(12)).

The Course programme aims at developing finance professionals who would man leading positions in financial services industry and finance departments of leading companies. The primary objective of the course is to equip the students with requisite knowledge and skills in financial planning, decision making and control. More specifically, the course aims at:

- acquainting students with the basic analytical tools and techniques of financial decision making;
- providing an insight into the nature of accounting information and the techniques to use such information for financial planning and valuation;
- familiarising students with the financial and regulatory architecture impinging upon the financial decision making;
- developing a basic understanding of issues involved in equity research, financial econometrics and risk management;
- developing an understanding of developments in the financial system and their implications for financial markets;
- developing an understanding of the conceptual framework for security analysis and portfolio management alongwith their application to areas like wealth management and risk analysis etc.;
- familiarising students with the issues involved in managing global financial services management and marketing thereof

2. Course Structure

The MBA (Financial Management) programme shall comprise of 28 courses – 24 compulsory courses and 4 elective courses. The elective courses shall provide the students a choice to acquire specialised knowledge in different areas of Finance. Each compulsory course as well as elective shall be of four credits. In addition to these credit courses, the department may offer non-credit courses and foundation courses depending upon the needs of the students.

The MBA (Financial Management) programme shall be in two parts i.e., Part I and II.

Part I

The schedule of Part I will be composed of two semesters, viz. Semester I and Semester II. The schedule of papers prescribed for Part I shall be as follows:

Semester I

- 101 Managerial Economics
- 102 Business & Corporate Laws
- 103 Financial Accounting
- 104 Business Statistics & Mathematics
- 105 Information Technology for Managers
- 106 Indian Financial System
- 107 Financial Management

Semester II

- 201 Macro Economic Theory and Policy
- 202 Management Accounting and Control Systems
- 203 Financial Analysis and Valuation
- 204 Quantitative Techniques for Management
- 205 Strategic Information Systems
- 206 Introductory Econometrics
- 207 Investment Analysis

Part II

The schedule of Part II will be composed of two semesters, viz. Semester III and Semester IV. The schedule of papers prescribed for Part II shall be as follows:

Semester III

- 301 Financial Services and Wealth Management
- 302 Business Management and Strategy
- 303 International Accounting
- 304 Portfolio Management
- 305 Financial Derivatives & Risk Management

Electives: *Any two of the following:*

- 306 Business Analytics
- 307 Tax Planning and Management
- 308 Enterprise Risk Management
- 309 Fixed Income Securities and Structured Finance Products
- 310 Corporate Governance and Corporate Social Responsibility
- 311 Marketing Management

Semester IV

- 401 Strategic Financial Management
- 402 Financial Econometrics and Equity Research
- 403 International Finance
- 404 Project Planning, Appraisal and Financing
- 405 Project Study

Electives: *Any two of the following:*

- 406 Mutual Fund and Alternative Investments
- 407 Real Estate Investment Management
- 408 Marketing of Financial Services
- 409 Bank Management and Credit Risk Analysis
- 410 Insurance Management
- 411 Natural Resources and Environmental Finance

The Department reserves the right to limit the choice for elective as well as non-credit courses, depending upon the availability of faculty and other resources.

The Department may offer foundation and non-credit courses in relevant areas as per requirements. Readings for papers may be reviewed by the Department from time to time. For greater academic inclusiveness, the Department may also offer short duration courses (not exceeding six months) using a combination of the papers in MBA (Financial Management). The details of such short duration courses may be worked out by the Department in due course of time.

Summer Training: As part of the course requirement, at the end of first year each student is required to undertake summer training for a period of 6 to 8 weeks in approved organisations. At the end of the summer training period, each student will be required to submit a certification as prescribed in the guidelines issued by the Department.

101: MANAGERIAL ECONOMICS

Objective

The objective of this course is to develop the ability to apply the concepts, tools and techniques of economics in analysing and interpreting business decisions.

Course Outline

Nature and Scope of Managerial Economics

Rationale and objectives of a firm, constraints faced by a firm

Demand and Consumer Behaviour

Supply and Demand Analysis of a Market, Demand function, demand curve, a firm's demand and the market demand, price income and cross elasticity of demand. Effects of variation in income and price, inter-temporal choice

Theory of the Firm

Production and cost in the short and long run. Decision making of a firm under alternative market structures in the short and long terms under conditions of Perfect Competition and Monopoly. Monopolistic Competition and Oligopoly, market concentration, price and non-price competition, Oligopoly and interdependence - Pricing Practices Strategic and Managerial Behaviour.

Problems posed by Uncertainty and Asymmetric Information

Uncertainty and Risk, Attitudes towards Risk, Insurance and other methods of Risk Management.

Asymmetric information

Market for Lemons, Agent-Principal relationship, Moral hazard, Adverse selection. Methods of overcoming Moral hazard and Adverse selection.

Suggested Readings

- Samuelson, W.F., and Marks, S.G., *Managerial Economics*, John Wiley and Sons Latest Edition
- Keat, Paul G. and Philip K.Y. Young, *Managerial Economics: Economic Tools for Today's Decision Makers*, Pearson Education Latest Edition
- Cabral, L., *Introduction to Industrial Organisation*, MIT Press Latest Edition
- Lewis, W.C., Peterson, H.C. and Jain, S.K., *Managerial Economics*, Pearson Education. Latest Edition
- Salvatore, D., *Managerial Economics in a Global Economy*, McGraw-Hill International Editions Latest Edition
- Varian, H.R., *Intermediate Microeconomics: A Modern Approach*, Affiliated East-West Press, W.W., Norton & Company Latest Edition
- Waldman, D., Jensen, E., *Industrial Organisation: Theory and Practice*, Addison-Wesley Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

102: BUSINESS AND CORPORATE LAWS

Objective

The objective of this course is to acquaint the participants with the legal environment in which business operates.

Course Outline:

Indian Contract Act (Relevant provisions)

Provisions relating to formation and performance of contracts, Special Contracts - Bailment, pledge, indemnity & guarantee and agency.

Sale of Goods Act

Provisions relating to Contract of Sales, transfer of property, performance of contract of sale and rights of parties involved.

Negotiable Instruments Act

Provisions of law relating to promissory notes, bills of exchange and cheque; parties to a negotiable instrument; negotiation of instruments; discharge/dishonour of cheques and remedy; banker customer relationship.

Limited Liability Partnership Act 2008

Information Technology Act 2008

Companies Act 2013

Provisions relating to formation of company, issue of capital, management and administration, meetings and resolutions, borrowings, prevention of oppression and mismanagement, winding up, emerging issues-One person company, class action suit, associate company and private placement, SEBI (Issue of Capital and Disclosure Requirements) 2009, Interpretation of statutes, deeds and documents.

Suggested Readings

- Kuchhal, M.C., *Business Laws*, Vikas Publishing House Latest Edition.
- Singh, Avtar, *Law of Contract & Specific Relief*, Eastern Book Company Latest Edition
- Pathak, Akhileshwar, *Legal Aspects of Business*, Tata McGraw Hill Latest Edition
- Aggarwal, S.K., *Indian Business Laws*, Galgotia Publishers Latest Edition
- Landmark Judgements on Consumer Protection, Universal Law Publishing Company 9th Edition 2015
- Cooter, R., & Ulen, T., *Law & Economics*, Pearson Education Latest Edition
- Bagriyal, A. K., *Company Law*, Vikas Publishing House Latest Edition
- Corporate laws, Taxmann Publications Private Limited; Latest Edition
- Ramaiya, A guide to Companies act. Wadhwa and Co. Nagpur Latest Edition
- Hicks, Andrew & Goo, Cases and material on company law, Oxford University Press Latest Edition
- Padhi, P.K. , *Legal Aspects of Business*, Prentice Hall, Latest Edition
- Datey, V.S., *Corporate laws and Secretarial Practice*, Taxmann, Latest Edition
- Sharma, J. P., *An Easy Approach to Company Laws*, Ane Books Pvt. Ltd. Latest Edition
- Sharma, J. P. and Kanojia, S., *A Simplified Approach to Business Law*, Ane Books Pvt. Ltd. Latest Edition
- Bare Acts of Limited Liability Act and Information Technology Act 2008

(The list of cases and specific references including recent articles will be announced in the class.)

103: FINANCIAL ACCOUNTING

Objective

The purpose of this course is to develop an insight into the nature of financial accounting information and its reporting through periodic financial statements. The focus of the paper is on the mechanics of financial accounting for corporate entities. This understanding will enrich skills of students in understanding financial statements.

Course Outline

- The Accounting System
- Accounting Model for General Purpose Financial Statements
- The Accounting Data Processing Cycle
- Accounting for Assets
- Accounting for Liabilities
- Accounting for Shareholders' Equity
- Revenue and Expenses
- Cash Flows Statement
- Accounting for Derivatives
- Group Accounts

Suggested Readings

- Harrison W.T., Horngren C.T. and Braun K., *Financial/Managerial Accounting*, Prentice-Hall, Latest Edition
- Stickney C.P., and Weil R.L., *Financial Accounting: An Introduction to Concepts, Methods and Uses*, South Western College Publishers, Latest Edition
- Dearden J. & Bhattacharya S.K., *Accounting for Management*, Vikas, New Delhi Latest Edition
- Narayanaswamy R., *Financial Accounting: A Managerial Perspective*, Prentice-Hall, New Delhi Latest Edition.
- Engler C., Bernstein L.A. and Lambert K.R., *Advanced Accounting* Irwin, Chicago, Latest Edition
- Bhattacharya A.K., *Financial Accounting for Business Managers*, Prentice-Hall, New Delhi, Latest Edition.
- Powers M., and Needles, B.E., *Financial Accounting*, Wiley India, New Delhi, Latest Edition
- Keiso D.E., Weygandt J.J. and Warfield, T.D., *Intermediate Accounting*, John Wiley and Sons, Latest Edition.
- Weygandt J.J., Keiso D.E., and Kimmel, P.D., *Financial Accounting*, Wiley India, New Delhi, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

104: BUSINESS STATISTICS & MATHEMATICS

Objective

The objective of this course is to make the participants learn the applications of statistical tools for financial decision making.

Course Outline

Statistics

Introduction, descriptive statistics data, measures of central tendency, measures of variations, measures of skewness and kurtosis. Moments and their applications in financial statistics, Probability Theory, Probability Distributions Discrete and Continuous. Binomial, Poisson, Hypergeometric, Geometric, Negative Binomial, Uniform, Exponential and Normal probability distributions.

Statistical Inference - Estimation: Sampling and Sampling Distribution, Standard Error, Law of Large Numbers and Central Limit Theorem, Point Estimation – Properties of a good point estimator, and Interval Estimation.

Statistical Inference – Hypothesis-Testing: Null and Alternate Hypotheses; One-tailed and two-tailed Tests; Type I and Type II errors; Power of a Test; p-values, Parametric and Non-Parametric Tests for one sample, two samples and more than two samples and for measures and their differences of central tendency, variation and association, Run Test for testing randomness.

Analysis of Variance

One-way Analysis of Variance and two-way Analysis of Variance.

Statistics for Decision Making

Decision Theory, Correlation and Regression Analysis: Index Numbers, Time Series Analysis and Forecasting

Business Mathematics:

Matrix Algebra, Calculus – Differential and integral; Maxima and Minima; and constrained optimization

Suggested Readings:

- McClave, J. and Benson, P.G., *Statistics for Business and Economics*, Pearson, Latest Edition
- Miller, C.D. and Salzman, S.A., *Business Mathematics*, Addison Wesley, Latest Edition.
- Deitz, J.E. and Southam, J.L., *Contemporary Business Mathematics for Colleges*, Thompson Learning, Latest Edition.
- Levin, R. and Rubin, D., *Statistics for Management*, Pearson, Latest Edition.
- Kohler, H., *Statistics for Business & Economics*, Harper Collins, Latest Edition
- Triola, M.F. and Franklin, L.A., *Business Statistics*, Latest Edition.
- Watsnam, T. J. and Keith, P., *Quantitative Methods in Finance*, International Thompson Business Press, Latest Edition
- David R. Anderson, Dennis J.Sweeney, and Thomas A. Williams, *Statistics for Business and Economics*, Thomson South-Western College Publishing, 12th Edition 2014
- Frank S. Budnick, *Applied Mathematics for Business Economics and Social Sciences*, McGraw Hill Latest Edition
- Thukral, J.K., *Business Mathematics & Statistics*, Mayur Paperback Latest Edition
- Sharma J K, *Business Mathematics: Theory & Applications*, Ane Paperback Latest Edition

(The list of cases and specific references including recent articles will be announced in the class)

105: INFORMATION TECHNOLOGY FOR MANAGERS

Objective

The course aims at introducing the key concepts relating to information technology and developing understanding of these concepts so that business manager is able to identify opportunities for application of information technology in the managerial process. The course also focuses on effective deployment of IT resources and emerging managerial issues including the alternative strategies that could be used in order to optimize the use of IT infrastructure.

Course Outline

Information Technology in Managerial Decision Making

Changing role of IT in business organisations, Information Needs of Business Manager: Requirements Definition, Information systems: Concept, context and components, Information Management, quality of information, Information Systems and IT Infrastructure, Cloud Computing and Services

Types of Information Systems

Information Systems and Need-Resource Matching, Decision Support, Executive Support and expert Systems, Functional Systems, Manufacturing and Production system, Sales and Marketing Systems, Accounting, Finance, and Compliance Systems, Human Resources Systems, Evaluating software sourcing options and strategic issues in outsourcing software services, quality issues in software

Information and Business Intelligence

Databases and Information Management, Alternative Approaches to Managing Data, Sources of Financial Data, Data Types and Strategies for Organising Data, Managing Data using DBMS, Database components and models, Managerial issues in design and development of databases.

Internet and E-Business

Internet as a component of IT Infrastructure, Business & E-Commerce Models and Strategies, E-Business Challenges and Strategies, Business to Consumer (B2C) E-Commerce, Business to Business (B2B) E-Commerce & E-Procurement, E-Government and Public Sector IT, E-Commerce Support Services & Digital Marketing Communications, E-business & financial services

Enterprise Systems

Concept and Features enterprise systems of ERPs, components of ERP systems, critical success factors and managerial issues in implementations of ERP Systems

Information System Security and Ethics

IT Security and Business Continuity, Cybercrimes, Criminals, and Motivations, IT Vulnerabilities and Threats, Information Assurance and Risk Management, Network Security, Internal Control and Compliance, Business Continuity and Auditing, Alternative strategies for management of security risks, IT security standards and legal aspects of IT security, Ethical Issues in IT, Ethics Policy for IT infrastructure and responsible conduct, Industry practices.

Suggested Readings

- Efraim Turban, Linda Volonino, Information Technology For Management: Transforming Organizations In The Digital Economy, Wiley, 7th Edition 2010
- Applegate LM, Austin DA and McFarlan FW, Corporate Information: Strategy and Management, McGraw-Hill, Latest Edition
- Ken Laudon, Jane Laudon, Management Information Systems, McGraw-Hill 12th Edition 2011
- Turban E, Volonino L, and Wood G Information Technology for Management: Advancing Sustainable, Profitable Business Growth, 10th Edition 2015

(The list of cases and specific references including recent articles will be announced in class.)

106: INDIAN FINANCIAL SYSTEM

Objective

The objective of this course is to provide an in-depth insight to the students in the structure, organisation and working of the financial system in India. The course also covers financial intermediaries like non-banking finance companies, banks, insurance companies and mutual funds.

Course Outline:

Introduction:

Overview of Indian Financial System - Financial Institutions and Economic Development

Money Market

Overview of Indian money market, Instruments and Trading Mechanism in money market, Trends in money market, Bank credit and working capital finance; Money market organisation

Capital/Securities Market

Regulatory Framework, Primary Market Organisation, Secondary Market Organisations, Trading, settlement and transfer procedure on stock exchanges Depository system, Currency Exchanges

Working of Commercial Banks

Banking Structure, Risk Management in Banks, Regulation and Supervision,

Mutual Funds

Overview of mutual funds in India, Role as a financial intermediary, Role of various participants, Types of mutual fund schemes, SEBI Regulations

Insurance Organisations

Insurance Industry and its regulation

Non-Banking Finance Companies

RBI regulations and directions

Foreign Investments

Types and regulatory framework

Suggested Readings:

- Khan M.Y., *Indian Financial System*, Tata McGraw Hill, 7th Edition 2012.
- Bhole L.M., *Financial Institutions and Markets: Structure, Growth and Innovations*, Tata McGraw Hill, Latest Edition.
- Kohn M., *Financial Institutions and Markets*, Tata McGraw Hill, Latest edition.
- Madura J., *Financial Markets and Institutions*, South-Western, Cengage Learning, 11th Edition 2014.
- Chandratre *et.al.*, *SEBI and Corporate Laws*, Bharat's, Latest Edition.
- Avdhani V.A., *Investment and Securities Markets in India*, Himalaya, Latest Edition.

(The list of cases and specific references including recent articles will be announced in class)

107: FINANCIAL MANAGEMENT

Objective:

The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms.

Course Outline:

Introduction

Scope and Objectives of Financial Management; Time Value of Money; Return, Risk & opportunity Cost of Capital

Capital Budgeting

Long term investment decision; Capital Budgeting; principles and process; techniques: NPV, IRR, & profitability index methods; Project Evaluation: independent, replacement and mutually exclusive projects, Capital Budgeting under Capital Rationing

Financing Decision

Sources of Long-term Finance: Debt vs Equity capital; Concept of Operating, financial and combined leverage.

Dividend policy & equity repurchases

Types of dividends; Dividend policy & Share Valuations; Determinants of dividend policy, Equity repurchases: Methods & Implications of Earnings per share and book value per share. Equity Purchases and employee stock options

Working Capital Management

Overview; Cash Management; Inventory Management; Receivables Management; Current Assets Financing

Suggested Readings

- Brealey, R.A., & Myers, S.C., *Principles of Corporate Finance*, New Delhi: Tata McGraw Hill, 10th Edition 2012.
- Van Horne, J.C., and Wachowicz Jr., J.M., *Fundamentals of Financial Management*, Pearson, Latest Edition.
- Damodaran, A., *Corporate Finance: Theory and Practice*, New Delhi: John Wiley, Latest Edition.
- Ross, S. A., Randolph Westerfield and Bradford Jordan *Fundamentals of Corporate Finance*, McGraw Hill, 2012
- Chandra, P., *Financial Management*, New Delhi: Tata McGraw Hill, 8th Edition 2012.
- Emery, D.R. & Finnerty, J.D., *Corporate Financial Management*. New Jersey: Prentice Hall, Latest Edition.
- Pandey, I.M., *Financial Management*, Vikas Publication New Delhi, 11th Edition 2014.
- Keown, A.J., Petty, J.W., Martin J.D., *Foundations of Finance*. New Jersey: Pearson, 8th Edition 2013.
- Menamin, M.J., *Financial Management - An Introduction*. New Delhi: Oxford University Press, Latest Edition.
- Khan, M.Y. and Jain, P.K., *Financial Management*, Tata McGraw Hill, 7th edition, 2014.

(The list of cases and specific references including recent articles will be announced in the class)

201: MACROECONOMIC THEORY AND POLICY

Objective

The objective of the course to acquaint the students with the tools and techniques of comprehending and analyzing macroeconomic situations.

Course Outline:

Introduction:

What is macroeconomics, national income aggregates, concepts of macroeconomics.

Long Run Equilibrium:

Determination of the long run output, and conditions of equilibrium with respect to interest rate and price level.

Closed Economy Analysis from the Short to the Long Run

IS-LM framework and derivation of aggregate demand, Labour Market, natural rate of employment and its determinants, Expectations and the derivation of the short run aggregate supply and the long run supply, aggregate demand aggregate supply analysis. Trade-off between inflation and unemployment. Monetary and Fiscal policy under the frameworks of New Classical and New Keynesian Macroeconomics, time inconsistency and inflation bias.

Open Economy

Flow of goods and capital, exchange rate regimes, fixed and variable price levels, model of asset choice and substitution under conditions of perfect and imperfect substitutability expectations of exchange rate changes, over shooting. Inter-economy interdependence.

Behavioural Foundations of Macroeconomics

Fixed Investment as a function of output and interest, cost of capital. Micro-foundations of consumer behaviour, borrowing constraints, consumption as a function of income and wealth. Demand for and supply of money.

Suggested Readings:

- Carlin, W., Soskice, D., *Macroeconomics: Imperfection Institution & Policies*, Oxford University Press. Latest Edition.
- Blanchard, O.J., *Macroeconomics*, Prentice-Hall. Latest Edition
- Romer, David, *Advanced Macroeconomics, McGraw hill Series in Economics*, 4th edition, 2011
- Heijdra, B.H., Ploeg, F.V. *Foundations of Modern Macroeconomics*, Oxford University Press. Latest Edition.
- Jha R., *Macroeconomic for Developing Countries*, Routledge. Latest Edition.
- Krugman, Paul, R., Maurice Obstfeld and Marc J. Melitz *International Economics Theory and Policy*, Latest Edition

(The list of cases and specific references including recent articles and books will be announced in the class.)

202: MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS

Objective: To acquaint students with the managerial tools and techniques of cost ascertainment requisite in financial decision-making.

Course Outline:

- Past and present of Management Accounting
- Cost Terms & Concepts
- Planning and Control Tools
- Cost Information for Decision Making
- Cost Management and Strategic Management Accounting
- Standard Costing and Variance Analysis
- Special Topics in Management Accounting (Quality Costs, Theory of Constraints, Learning Curves)
- New and Emerging Areas of Management Accounting (Value Added Analysis, Financial Evaluation of Brand Human Resources Accounting)
- Application of Quantitative Methods in Management Accounting.
- Nature of Management Control Systems. Basic concepts: boundaries of management control systems: Strategic planning, management control and operational control. Strategies: Corporate level and business unit strategies. Goal congruence: Formal management control system:
- Management Control Structure: Decentralized organization and responsibility accounting. Responsibility centres: concept and characteristic. Types of responsibility centres: Profit centres: Transfer pricing; different methods. Investment centres:
- Management Control Process: Strategic planning, programming and budgeting. Flexible budgeting, performance and zero base budgeting.
- Balanced scorecard as a measure of business strategy. Perspectives of measurement: financial, customer, internal-business-process and learning and growth linking balanced scorecard measures to the business strategy.
- Controls for differentiated strategies: corporate strategies and business unit strategies. Management styles in differentiated strategies. Management control systems in Multinational Corporation: Transfer pricing in MNCs. Implication of exchange rates.

Suggested Readings:

- Horngren, C.T., Sundem, G.L., Stratton, W.O, Burgstahler, D., & Schatzberg, J., *Managerial Accounting*. Prentice Hall of India Ltd. New Delhi, Latest Edition
- Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., Young, S. M., & Kumar, G.A., *Management Accounting*, New Delhi: Pearson, Latest Edition
- Maciariello, J. A. *Management control system*. Prentice-Hall of India, Latest Edition
- Robert Simons, R., *Performance Measurement and Control Systems for Implementing Strategy Text and Cases*: Pearson, 2013
- Coomks, H., and Bobbs, D., and Jenkins, E., *Management Accounting Principles & Applications*, Sage Publications, Latest Edition
- Chatterjee, B.K., *Cost and Management Accounting for Managers*, Jaico Publishing House, Latest Edition
- Louderback, H., and Dominiak, *Managerial Accounting*, Thomson Learning, Latest Edition
- Collier, P.M., *Accounting for Managers - Interpreting Accounting Information for Decision-Making*, Wiley, Latest Edition
- Anthony, Robert N and Govindarajan, Vijay: *Management Control Systems*, Tata McGraw Hill, Latest Edition
- Merchant, K C: *Modern Management Control Systems*, Prentice Hall, Latest Edition
- Mohi-ud-Din Ghulam, *Management Control system in Banks*, Anmol Publications, Latest Edition
- Jawahar Lal, *Cost Accounting*, Mcgraw Hill Education India, Latest Edition

(The list of cases & specific references including recent articles & books will be announced in class)

203: FINANCIAL ANALYSIS AND VALUATION

Objective

The objective of this paper is to enable students in understanding, analysing and interpreting the information disseminated through the financial and other business reports for the purposes of business performance analysis and valuation. The paper requires extensive out-of-class preparation by the students, and relies heavily upon the real-life business reporting done by the companies.

Course Outline

Business and Reporting Environment: Legislative, Conceptual, Capital Market

Contents: Financial Statements, Regulatory Filings, Other Disclosures

- Valuation as an exercise in Financial Statement Analysis
- Demand and Supply of Financial Statement Information
- Companies Act, 2013, National GAAP (Ind AS and AS), Listing Agreement, and Reporting System
- Operating and Financing Activities: Analysis of the Statement of Shareholders' Equity, Balance Sheet, Income Statement, and Cash Flow Statement
- Narrative Reports, and Off Balance-Sheet Items
- Business Analysis: Strategy Analysis, Accounting Analysis, Earnings Quality Analysis, Analysis of Profitability, Analysis of Growth, Prospective Analysis
- Anchoring Forecasting and Valuation on the Financial Statements
- Valuation Technologies: Method of Comparables, Multiple Screening, Asset-based Valuation, Dividend Discounting, Discounted Cash Flow Analysis, Residual Earnings Analysis, Economic Value Added (EVA), Earnings Growth Analysis
- Risk and Sensitivity Analysis
- Decision Contexts: Enterprise Valuation, Analysis of Equity Risk and Return, Analysis of Credit Risk and Return, Mergers and Acquisitions Analysis, Corporate Communication Strategy Analysis, Corporate Financial Policies Analysis, General Business Analysis, Disinvestment
- Analysis and Valuation of Select Industries: Banks, NBFCs, Mutual Funds

Readings:

- Abrams, J.B., *Quantitative Business Valuation*, John Wiley, NJ, 2010.
- Foster, G., *Financial Statement Analysis*, Pearson, New Delhi, 2002.
- Institute of Chartered Accountants of India, Various publications.
- Palepu, K.G. and Healy, P.M., *Business Analysis and Valuation using Financial Statements*, South Western, OH, , 5th Ed., 2012.
- Penman, S.H., *Financial Statement Analysis and Security Valuation*, McGraw-Hill, New Delhi, 4th Ed, 2014.
- Ramaiya A., *Ramaiya Guide to the Companies Act*, Wadhwa, 2014.
- Stickney, C.P., *Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective*, South Western, 2006.
- White, G.T., Sondhi, A.C. and Fried, D., *The Analysis and Use of Financial Statements*, Wiley India, New Delhi, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

204: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective

The Course aims at familiarising the students with quantitative techniques that are used in financial decision making. The course shall focus on application of optimization models in solving business and financial problems.

Course Outline:

- Linear Programming - Problem Formulation, Solving Linear Programming Problem, Duality and Sensitivity Analysis
- Transportation and Assignment Problems
- Integer Programming, Zero One Programming, Quadratic Programming and Non Linear Programming - Formulation
- Multi-Objective Programming - Goal Programming - Formulation.
- Dynamic Programming
- Network Techniques - PERT and CPM, Time-Cost Trade-off and Resource Allocation
- Inventory Models - Simple EOQ, Production run, EOQ models with shortages, Periodic Review Model and Continuous Review Methods.
- Replacement of Assets - Individual Replacement Policy - with and without time value; Group Replacement Policy, Preventive Replacement Policy
- Sequencing
- Game Theory – Nash Equilibrium; Two Persons-Zero Sum Game; Pure and Mixed Strategies
- Waiting-Line Theory - Single Server and Single Channel Model.
- Introduction to Multivariate Analysis – Cluster Analysis, Factor Analysis and Discriminant Analysis.

Suggested Readings

- Vohra, N.D., *Quantitative Techniques in Management*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, Latest Edition.
- Hillar S.S. and Lieberman, G.J., *Introduction to Operations Research*, Tata McGraw Hill, Latest edition.
- Lucey, T., *Quantitative Techniques*, Thompson Learning Publishers, London, Latest Edition.
- Hamly A. T., *Operations Research - An Introduction*, Prentice-Hall of India Private Ltd., Latest Edition.
- Gillett, B.E., *Introduction to Operation Research - A Computer Oriented Alogrithonic Approach*, Tata McGraw Hill Publishing Ltd., New Delhi, Latest Edition.
- Vazsonyi, A. and Spriner, H.F., *Quantitative Analysis for Business*, Prentice-Hall of India Private Limited, New Delhi, Latest Edition.
- Watsman, T.J. and Parramor K., *Quantitative Methods in Finance*, International Thompson Business Press, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

205: STRATEGIC INFORMATION SYSTEMS

Objective

The course aims at introducing the key issues in planning for strategic information systems in an enterprise. The objective is to develop in-depth understanding of the emerging issues in planning for applications of information technology for strengthening the competitiveness of a business and develop innovative business models for creating value.

Course outline:

Dimensions of Information

Value Configuration and Strategy, Information Systems and emerging business models in Networked Enterprises, network economics and business strategy, Strategy as a plan and as Patterns of Activity, Strategic Information Systems and collaboration, Types and features of Strategic information systems

E-Supply Chain Management (E-SCM) Systems

Collaborative Planning, Forecasting, and Replenishment (CPFR) Systems, Objectives and performance parameters of e-SCM systems, Information flows in E-SCM systems, Supplier and distribution channel management, Structure of e-SCM systems, Managerial issues in implementation of e-SCM systems.

Customer Relationship Management (CRM) Systems

Objectives and performance, customer information and alternative strategies of online customer contact, managerial issues in implementation of e-CRM systems.

Business Intelligence Systems

Data warehousing and data mining, concept and structure of data warehouses, critical success factor in data warehousing, scalability issues and data marts, data mining systems and types of data mining techniques, data mining in banking and financial services sector, fraud detection and risk management using data mining

E-marketplaces and Online Exchanges

Concepts and models, profiling e-marketplaces and value creation, strategic issues in networking marketplaces. Securities and other exchanges in financial services, Security issues and risk management strategies, Technology and Trust in e-marketplaces, Trust related issues in e-marketplaces and strategies for assurance, Trust building in e-marketplaces

E-banking and Electronic Funds transfer systems

E-banking services, Internet banking and mobile banking, electronic funds transfers systems, structures and risk management,

Mobile Technologies and Social Media

E-Commerce, Mobile Computing Technology and Mobile Commerce, Mobile Transactions and Financial Services, Mobile banking, Social Media, Virtual Communities and Social Networking Services, Social Networks and Tools for financial services, Fair trade and information quality issues in social networks.

Developing Strategic Information Systems

Alternative models for in-house development, classic and modular approach to application development, managerial issues in use of Computer Aided Software Engineering (CASE). Prototyping and Documentation, Testing and Implementation of information system. Strategies of software installation

Planning for Strategic Information Systems

Information System Planning Models, Types of Problems in Information Systems Planning, Information Architecture, IT applications identification and evaluation, developing IT application portfolio, Risks in realization of benefits from IT infrastructure, Stages of IT absorption and organizational culture. Planning process for IT infrastructure and challenges, Causes of information system failures

Suggested Readings:

- Pearlson K.E. and Saunders C.S. Managing and Using Information Systems: A Strategic Approach, Wiley India. Latest Edition
- Applegate LM, Austin DA and McFarlan FW, Corporate Information: Strategy and Management, McGraw-Hill Latest Edition
- Turban E, Volonino L, and Wood G Information Technology for Management: Advancing Sustainable, Profitable Business Growth, Latest Edition
- Laudon K.C. & Laudon J.P. Management Information Systems: Managing the Digital Firm, Prentice Hall Latest Edition

(The list of cases and specific references including recent articles will be announced in class.)

206: INTRODUCTORY ECONOMETRICS

Objective

This course will enable students to model mathematically real life complexities with comfort and derive necessary results for sound financial decisions as well as understand and appreciate empirically the underlying logic of various issues of the Theory of Finance.

Introduction to Econometrics

Basic ideas related to modelling economic and financial problems, its nature and applications; Simple Regression with Classical Assumptions; Least Square Estimation And BLUE

Multiple Regression Model

Multiple Regression Model and its assumptions; Hypothesis Testing Related To Parameters – Simple and Joint; and its application in Business, Accounting and Finance

Issues in Econometrics Modelling

Modelling business and financial problems with special characteristics using Classical Regression Models – Non-Linear Relations, Estimation of Elasticity; Impact of rescaling dependent and independent variables on the Estimation of parameters; and use of Dummy Variables to model qualitative/Binary/Structural changes

Violations of Classical Assumptions

Violations of assumptions and their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions.

Qualitative Response Regression Models

Regression Models with Limited Dependent Variables - Logit, and Probit Models

Suggested Readings:

- Damodar N. Gujarati: Basic Econometrics, McGraw Hill Latest Edition
- Paul Wilmott on Quantitative Finance, John Wiley and Sons Ltd., Latest Edition.
- Chris Brooks: 'Introductory Econometrics for Finance', Cambridge University Press, Latest Edition.
- Robert S Pindyck (Author), Daniel L Rubinfeld, Econometric Models and Economic Forecasts, Latest Edition
- William H. Greene, Econometric Analysis, Latest Edition
- Jeffrey M. Wooldridge, Introductory Econometrics: A Modern Approach Latest Edition

(The list of cases and specific references including recent articles and books will be announced in the class.)

207: INVESTMENT ANALYSIS

Objectives

To provide the students an in-depth knowledge of different investment vehicles and familiarize them with suitable framework for their valuation.

Course Outline:

The Investment Environment

The investment decision process, the Indian capital market: Financial instruments, stock and bond market indices ; sources of financial information, investment, inflation and taxes.

Return and Risk on Securities

A case for the two-parameter framework, test of normality, concept and measurement of return, concept and measurement of risk, estimating betas.

Fixed Income Securities - Analysis and Valuation

Types of bonds, bond features, components of bond return and risk, estimating bond yields, valuation models, bond price theorems, concept of duration, convexity and immunization, managing interest rate risk, term structure of interest rates.

Equity Shares – Analysis and Valuation

Fundamental analysis, overview of economic-industry-company (E-I-C) analysis framework, dividend and earnings capitalization models, relative valuation approach, technical analysis.

Financial Derivatives & Alternative Investments

Forward, Futures and options - basic concepts and valuation framework, real estate valuation, commodity markets, private equity and soft assets.

Suggested Readings

- Bodie Z., Kane A., Marcus A., *Investments*, Latest Edition.
- Fuller R., and Farreel J.L., *Modern Investments and Security Analysis*, Latest edition.
- Charles P. Jones, *Investment Analysis and Management*, John Wiley & Sons, Latest Edition.
- Fabozzi and Markowitz, *The Theory and Practice of Investment Management*, John Wiley & Sons Inc., Latest Edition.
- Donel E. Fischer and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Pearson Education, Latest Edition.
- Jobman, D., *The Handbook of Alternative Investments*, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

301: FINANCIAL SERVICES AND WEALTH MANAGEMENT

Objective

The objective of this course is to familiarise the students with the nature and scope of various types of financial services and to understand the regulatory environment in which they are undertaken.

Course outline:

Fund based Services

Leasing: Theoretical & legal framework, Taxation and funding, Accounting and reporting, Financial evaluation; Hire Purchase finance and consumer credit: Conceptual and legal framework, Taxation, Accounting and reporting, Financial evaluation; Bills discounting: Steps in bill discounting, Bill market in India; Factoring and forfeiting; Insurance services: General and Life Insurance, Role of IRDA; Housing/Real estate finance

Fee-based/Advisory Services:

Merchant banking: Institutional framework, Operational framework, Issue management, SEBI Guidelines for public issues, Pricing and timing of public issues; Mergers and Acquisitions: Concept, SEBI Regulations; Credit Rating: Concept, Types of credit rating, Credit rating agencies and their methodology; Stock-Broking: Procedure, SEBI Regulations; Portfolio Management Schemes

Regulatory Environment of Financial Services

Review of recommendations of various committees;

Introduction to Financial Planning and Wealth management

Role of Financial planner; Financial Planning Process; Risk Profiling; Client Mapping

Investment Planning

Types of products, Investment planning process.

Tax & Estate Planning

Dividend Tax / Tax on Income Distributed by Mutual Fund; Securities Transaction Tax (STT); Capital Gains Taxation; Taxation of Fixed Deposits and Fixed Maturity Plans; Dividend and Growth Options in Mutual Fund scheme; Wealth Tax Background of Estate Planning: Assets & Liabilities; Nomination; Inheritance Law; Will; Trust

Retirement Planning

Post retirement Objectives, Role of Insurance Products

Developing a Comprehensive Financial plan

Private Banking and family office

Suggested Readings:

- Khan, M.Y., *Financial Services*, Tata McGraw-Hill, New Delhi, 2012.
- Irani, Farouk, *Inside Leasing*, Tata McGraw-Hill Publishing Company Ltd, Latest Edition
- Isom, T.A. and Amembal, S.P., *The Handbook of Leasing Techniques and Analysis*, Petrocelli Books, Latest Edition
- Verma, J.C., *Handbook of Merchant Banking and Financial Services*, Bharat Law House Pvt. Ltd., Latest Edition
- Molver, C. and G. Naylor, *Marketing Financial Service*, Latest Edition.
- Zenoff, David P. *Marketing Financial Services*, Ballinger Publishing Company Ltd., Latest Edition

- M.Raju, *Merchant Banking*, Tata McGraw Hill, New Delhi, Latest Edition
- Hallman, G. Victor and Rosenbloom, Jerry S., *Private Wealth Management*. New York: McGraw Hill. Latest Edition
- Maude, David. *Global Private Banking and Wealth Management: The New Realities*. England: John Wiley & Sons. Latest Edition
- Shanmugam, Bala and Zahari, Zaha Rina. *A Primer on Islamic Finance*. The Research Foundation of CFA Institute. Latest Edition
- Madura, J., *Personal Finance with Financial Planning*, Prentice Hall, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

302 : BUSINESS MANAGEMENT AND STRATEGY

Objectives

This course aims to introduce students to business management and its principles. It aims to take a functional approach to the process of management with a focus on active planning, leading, organizing and controlling and strategy formulation to enable them to strengthen their management skills with an effective balance of theory and practice.

Course Outline

Business Management and Business Environment

Introduction to business management; Management Process; The environmental context of management; Managing change and innovation; Traditional and Contemporary Issues and Challenges in Management

Planning and Decision Making

Basic Elements of Planning; Planning Tools and Techniques; Managing Strategy and Strategic Management.

The Organizing Process

Organisation and Design; Managing Organization Change and Innovation; Managing Human Resources in Organizations

The Leading Process.

Basic Elements of Individual Behaviour in Organizations; Motivation; Leadership

The Controlling Process.

Basic Elements of Control; Operations Management; Evaluating Organisational Performance

Business Strategy and Its Formulation

Introduction; Strategic and Strategic Choices; Environment analysis for corporate strategies and industry analysis for business level strategies. Social, ecological and ethical concerns. Strategy formulation in global context. Internal analysis for corporate and business strategies. Resource based view of the firm and the sources of sustainable competitive advantage. Value chain analysis. Strategic alternatives, risks & rewards. Portfolio and network approaches to strategy formulation.

Strategy Implementation. Structural, cultural and functional aspects of strategy implementation. Managing the strategic change.

Strategy Evaluation. Metrics of strategy evaluation (accounting, financial and market based approaches). Measurement and reporting of strategic performance. The ideas of Triple Bottom Line and Balanced Score Card.

Championing Organisational Innovation and Entrepreneurship. Formal and informal systems of innovation and entrepreneurship and their implications for strategic management. Ideas of *Jugaad* and affordable excellence. Explorations in, “Not by the textbook,” strategic management.

Suggested Readings

- Stephen P. Robbins and Mary Coulter, Management, Prentice Hall, 13th edition, 2013
- Koontz, H. and Weihrich, H, Essentials of Management: An International Perspective, Tata Mcgraw Hill, 8th Edition 2010
- Robbins S. P and Judge, T. A, Organisation Behaviour, Prentice Hall, 15th Edition 2012
- Mullins L, Management and Organisation Behaviour, Pearson Education, Latest Edition
- Gerry Johnson, Richard Whittington, Kevan Scholes and Duncan Angwin, Exploring Strategy Text & Cases, Pearson, 10th edition, 2013
- Wheelen, Thomas L., Hunger, J. David and Hoffman, Alan N. 2014. *Concepts in Strategic Management and Business Policy*. 14th Edition. Boston: Prentice- Hall.
- Johnson, Gerry, Whittington, Richard, Scholes, Kevan and Angwin, Duncan. 2013. *Exploring Strategy-Text and Cases*. 10th Edition. Pearson.

(The list of cases and specific references including recent articles will be announced in the class.)

303: INTERNATIONAL ACCOUNTING

Objective

The Paper aims at imparting knowledge to students with a view to enhancing their employability in the global business system. In the context of global business, students would be equipped not only with the knowledge of international dimensions of accounting, financial reporting and financial control but also with an understanding of existing and evolving solutions for diverse socio-economic and regulatory environment prevalent across nations of the world.

Course Outline:

- International Accounting: Development and Classification
- Global Capital Markets: Initial and Continuous Disclosure requirements
- Comparative Accounting Systems
- Accounting for Foreign Currency Transactions
- International Business Combinations, Consolidations, Collaborations, and Joint Ventures
- Translation of Foreign Currency denominated Financial Statements
- Financial Reporting and Changing Prices
- International Accounting and Auditing Standards
- Harmonization of Accounting Standards
- International Financial Statement Analysis
- Managerial Planning and Control of Global Operations
- Financial Risk Management
- Accounting for Foreign Currency Derivatives
- International Taxation
- International Product Costing and Transfer Pricing

Readings:

- Choi, F. and Meek, G., *International Accounting*, Pearson, London, 7th Edition, 2012.
- Douplik, T., and Perera, H., *International Accounting*, McGraw-Hill, 3rd Edition, 2012.
- International Accounting Standards Board, various publications.
- International Federation of Accountants, various publications.
- Lee H., Redebong P and Sidney, G., *International Accounting and Multinational Enterprises*, John Wiley, Latest Edition.
- Nobes, C., and Parker, R., *Comparative International Accounting*, Prentice-Hall, U.K., 12th Edition, 2012.
- Rathore, S., *International Accounting*, Prentice Hall, New Delhi, 2008.
- Roberts, C., Weetman, P. and Gordon, P., *International Financial Reporting: A Comparative Approach*, Pearson, UK, 2005.
- Saudagaran, S.M., *International Accounting: A User Perspective*, Cengage, 2004.
- Taylor, P., *Consolidated Financial Reporting*, Markus Weinier Publishers, Princeton, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

304: PORTFOLIO MANAGEMENT

Objectives

To provide the students an in-depth knowledge of financial markets theory and equip them with the necessary skills for the management of asset portfolios.

Course outline:

Portfolio Selection

Setting portfolio objectives, traditional and modern portfolio theory, index models, constant correlation models, alternative portfolio selection models.

Market Efficiency and Asset Pricing

Market Efficiency, theory and empirical tests, Standard CAPM, non-standard forms of CAPM, CAPM anomalies, APT and its extensions, inter-temporal factor models, the Fama-French three factor model, conditional CAPM.

Active Portfolio Management and Performance Evaluation

Portfolio construction, active portfolio management and investment strategies, evaluating portfolio performance.

Portfolio Revision and Insurance

Portfolio revision plans, portfolio insurance using financial derivatives.

Global Investing

Case for international diversification, global asset allocation and global portfolio formation process, recent trends in mature and emerging capital markets.

Specialized Portfolios

Mutual funds, hedge funds, real estate investment trusts, pension and provident funds.

Suggested Readings

- Haugen, R.A., Modern Investment Theory, Pearson Education, Latest Edition.
- Francis, J. and Ibbotson, R., Investment: A Global Perspective, Prentice Hall, Latest Edition.
- Fareell, J.L., Portfolio Management Theory and Application, McGraw-Hill, International Edition, Latest Edition.
- Sharpe, W., Alaxander, G.J. and Bailey, J.W. Investments, Prentice Hall of India Private Ltd., Latest Edition.
- Elton, J. and Gruber, J., Modern Portfolio Theory and Investment Analysis, John Wiley & Sons, Ninth Edition, 2013.
- Sehgal, Sanjay, Asset Pricing in Indian Stock Market, New Century Publications, Latest Edition.

(The list of cases and specific references including recent articles and research papers will be announced in the class.)

305: FINANCIAL DERIVATIVES & RISK MANAGEMENT

Objectives

The purpose of the course is to introduce the students to various tools and techniques of financial risk management and applications thereof.

Course Outline

Introduction

Types, Participants and functions, Development of exchange traded derivatives, Global derivatives markets, Exchange traded vs. OTC derivatives markets, Derivatives trading in India

Understanding Forwards and Futures Markets

Introduction, Key features of futures contracts, Futures vs. Forwards, Trading, Clearing and Settlement Systems, Determination of futures and forward prices, Hedging Strategies using Futures, Interest rate, Commodity and Currency Futures

Introduction to Options

Options terminology, Types of Options, Options pay off, Properties of Stock Options, Trading Strategies involving options

Pricing of Options

Greeks and Factors affecting options pricing, Option pricing models including Binomial Option Pricing Model and Black Scholes Option Pricing Model, Pricing of index options

Swaps and Forward Rate Agreements

Interest Rate Swaps, Cross Currency Swaps, FRA, Pricing of Swaps, Flavoured Swaps, Equity and Commodity Swaps

Advanced Derivatives

Exotic Options, Swaptions, Credit Derivatives including Credit Linked Notes; Credit Default Swaps; Total Return Swaps, HJM and LMM model of Interest Rate Derivatives, Real Options

Risk management using financial derivatives

Hedging interest rate, foreign exchange and credit risk using derivatives products

Suggested Readings

- Hull, John C., *Options, Futures and Other Derivatives*, Prentice Hall, Latest Edition
- Dubofsky, D.A. and Miller, T.W., Jr., *Derivatives: Valuation and Risk Management*, Oxford, Latest Edition
- Broyles, J., *Financial Management and Real Options*, Wiley, Latest Edition
- Bhalla, V.K., *Financial Derivatives: Risk Management*, New Delhi: S. Chand, Latest Edition.
- Bittman, J.B., *Trading and Hedging with Agricultural Futures and Options*, New York: McGraw Hill, 2008/Latest Edition.
- Briys, E., Bellalah, M., Mai, H.M., & Varenne, F.D., *Options, Futures and Exotic Derivatives*, New Delhi: John Wiley, Latest Edition.
- Chance, D.M., *An Introduction to Derivatives*, Dryden Press, Latest Edition.
- Marshall, J. and Bansal, V., *Financial Engineering*, Prentice Hall Inc., Latest Edition
- Johnson, R.S., & Giaccotto, C. *Options and Futures - Concepts, Strategies and Applications*, New York: West Publishing Company, Latest Edition.
- Chew, L., *Managing Derivative Risk*, John Wiley, Latest Edition.
- Report of Prof. L.C.Gupta, *Committee on Derivatives Trading*

- Kolb, R.W., and Overdahl, J.A., *Financial Derivatives*, New York Institute of Finance, Latest Edition.
- Kolb, R.W., *Options Primer*, Published by John Wiley and Sons, Latest Edition.
- Das, S., *Swap & Derivative Financing*, Probus, Latest Edition.
- Shapiro, A.C., *Multinational Financial Management*, New Delhi: John Wiley, Latest Edition.
- Teall, J.L., & Hasan, I., *Quantitative Methods for Finance and Investments*, London: Blackwell Publishing Ltd., Latest Edition
- Vij M., *Multinational Financial Management*, New Delhi: Excel Books, Latest Edition.
- Vohra, N.D. & Bagri, B.R., *Futures and Options*. New Delhi: Tata McGraw-Hill, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

306: BUSINESS ANALYTICS

Objectives

This course aims to equip the students with the fundamental concepts of Business Analytics (BA). Upon the completion of the course, the students should be able to evaluate business problems and determine suitable analytical methods, compare different analytics techniques, analyse and validate the results and gain meaning out of large data (data mining) using R platform.

Course Outline

Introduction to Business Analytics

Definition and Evolution of Analytics; Various Applications of Analytics; Essence and Relevance to the industry; Scope and Future of Analytics

Data Sciences

Understanding data and its types; Organization/sources of data; Importance of data quality; Dealing with missing or incomplete data; Data Classification; Introduction to Data Mining Process, Introduction to VBA Tools

R Interface

Introduction to the Workspace; Data Input Output operation; Useful packages; data visualization; data management; exploratory analysis.

Advanced Analytics

Introduction to Predictive Analytics including Multiple Discriminant Analysis and Logistic Regression; Introduction to Segmentation Analysis including Decision Tree (CHAID) and CART; Clustering; K-means Clustering; Neural Network, Introduction to Credit Risk Modelling

Forecasting and Simulation

Qualitative and Judgemental Methods; DELPHI method; Select Time Series Models for Business Forecasting

Decision Making

Optimisation to solve business problems including marketing mix; capital budgeting; portfolio optimization; Decision Trees and Monte Carlo simulation; Utility and Decision making

Suggested Readings

- James R. Evans, *Business Analytics – Methods, Models and Decisions*, 2nd Edition, Prentice Hall, 2013
- S. Christian Albright and Wayne L. Winston, *Business Analytics: Data Analysis & Decision Making*, 5th Edition, Cengage Learning, 2015
- Johannes Ledolter, *Data Mining and Business Analytics with R*, John Wiley & Sons, 2013
- Powell S. G. and Baker K. R. *Management Science: The Art of Modelling with Spread-sheets*, John Wiley & Sons, 3rd Edition, 2010

(The list of cases and specific references including recent articles will be announced in the class.)

307: TAX PLANNING AND MANAGEMENT

Objectives

To update the participants with principles of recent tax laws provisions and to develop an extensive understanding of accepted tax practices and its implications for planning.

Course Outline:

- Nature and Scope of Tax Management
- Corporate Taxation in India
- Dividend Tax
- Securities Transaction Tax
- Special Tax Provisions applicable to Companies in: Trade Free Zones, Infrastructure Sector, Backward Areas
- Concepts of Tax Planning, Tax Management, Tax Avoidance, Tax Evasion, Tax Heavens
- Tax Planning relating to: Setting up of new business, Financial Management decisions, Managerial Remuneration
- Transfer pricing, Double Taxation Relief

Suggested Readings:

- Singhanian, V.K., *Direct Taxes: Law and Practice*, Taxmann Publications, Latest Edition.
- Srinivas. E.A, *Corporate Tax Planning*, Tata McGraw Hill, Latest Edition
- Singhanian, V.K., *Direct Taxes: Planning and Management*, Taxmann Publications, Latest Edition.
- Kanga, J.B., Palikawala, N.A. and Vyas, D., *The Law & Practice of Income Tax*, Latest Edition
- Income Tax Act, 1961.
- Income Tax Rules, 1962.
- Circulars issued by C.B.D.T.
- Income Tax Reports (I.T.R.).
- The Tax and Corporate Law Weekly. Taxmann Publications
- Income Tax Reports, Company Law Institute of India Pvt. Ltd., Chennai.
- The Chartered Accountant Journal.
- Finance Act for the relevant assessment year.
- Ahuja, G.K. and Gupta, R., *Systematic Approach to Income Tax and Central Sales Tax*, Bharat Law House, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

308 : ENTERPRISE RISK MANAGEMENT

Objectives

The aim of the Enterprise Risk Management (ERM) subject is to instil in candidates the key principles underlying the implementation and application of ERM within an organisation, including governance and process as well as quantitative methods of risk measurement and modelling. The student should gain the ability to apply the knowledge and understanding of ERM practices to any type of organisation.

Course Outline

ERM Concept and Framework

Concept of ERM; The holistic approach, Risk Categories and Classification, Framework for risk management and control within a company: Governance issues including market conduct, audit, and legal risk; Cultural aspects ; Regulation and ERM; Basel Accords and Solvency framework; Role of credit agencies in the evaluation of risk management functions,

ERM Process

Relevance of ERM to all stakeholders, Role of contagion ,Risk appetite, capacity and ERM objectives; Elements and structure of a risk management function, , Risk management control cycle and its applications , Risk identification and measurement s

Risk Aggregation and Modelling

Risk aggregation and correlation, Use of scenario analysis and stress testing, Risk Measurement using VAR approach, Tails of distributions and Extreme Value Theory, Properties and limitations of common risk measures, including Value at Risk (VaR) and Expected Shortfall; Use of models in the overall ERM decision-making process, Development and use of models for decision-making purposes in ERM Organisation's risk appetite and corporate governance

ERM: Business Practices

Organisation's risk appetite and corporate governance; Alignment of corporate strategy, goals and vision with risk management, the risk of group decision making within organisation, Governance, Risk, Compliance: New Paradigm of Risk Management, ERM Reporting Structure, Internal Control Practices, Accounting Policies and Procedures, Controls Over Accounting Policy Selection and Application, Review and Acceptance of Assessments, Summary Description of the Assessment Model, Case studies on existing ERM practices: Risk management in China; Risk Management Failures and Lessons Learnt: LTCM, Enron, Barings, Allied Irish Bank etc.

Suggested Readings:

- Robert J. Chapman, *Simple Tools and Techniques for Enterprise Risk Management*, John Wiley & Sons: England Latest Edition
- Duckert, G.H., *Practical Enterprise Risk Management: A Business Process Approach*, John Wiley & Sons: England Latest Edition
- John J. Hampton, *Fundamentals of Enterprise Risk Management, How Top Companies Assess Risk, Manage Exposures, and Seize Opportunities*, American Management Association: New York. Latest Edition
- David L. Olson and Desheng Wu, *Enterprise Risk Management Models*, Springer: Singapore. Latest Edition
- Harry Cendrowski and William C. Mair, *Enterprise Risk Management and COSO: A Guide for Directors, Executives and Practitioners*, John Wiley & Sons: USA. Latest Edition
- Linda Spedding and Adam Rose, *Business Risk Management: A Sustainable Approach*, CIMAPublishing of Elsevier: USA, Latest Edition
- A.C. Vedpuriswar, *Enterprise Risk Management*, Viva Books: New Delhi. Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

309 : FIXED INCOME SECURITIES & STRUCTURED FINANCE PRODUCTS

Objectives

Provide in-depth knowledge of fixed income securities market and an understanding of fixed income, equity and other structured products along with its applications.

Course Outline

Analysis of Fixed Income Securities

Bond Valuation & Interest rate Models; Yield Curve and Term Structure Analysis Determinants of bond yields; Fixed income derivatives: T-bill, t-note, t-bond derivatives, Euro-bond and municipal bond derivatives, Pricing fixed income derivatives: cost of Carry model – under perfect & imperfect market conditions.

Bond Risk analysis, management & bond portfolio strategies.

Measuring & managing Interest rate risk, currency risk & credit risk; Micro hedging & Macro Hedging; Concept of yield curve risk – passive & active portfolio strategies

Fixed Income Structured Products

Introduction to structured finance products; Concept of Securitization; Fixed income structured finance products; Mortgage backed and asset backed securities; collateralized bond obligations (CBO); Application of structured products in various financial areas

Equity Structured Products

Capital-Guaranteed and High-Yield Products; Principle protected note; Equity trading strategies involving options: Call & Put spreads, Straddle, Calendar spreads. Equity Exotics: Asian options, Barrier options.

Other Structured Derivatives

Complex structured derivatives based on multi-asset payoff (Hybrid Products based on instruments from different asset classes); Effect of correlation between various asset classes on product price.

Credit derivatives

Default Probabilities; Credit derivatives; Credit Default swap (CDS); Credit Linked note (CLN); Modeling default correlations; First to default baskets; Convertible bonds.

Suggested Readings:

- Hull, John C., *Options, Futures and Other Derivatives*, Prentice Hall, Latest Edition
- Suresh M. Sundaresan. *Fixed Income Markets and Their Derivatives*, International Thomson Publishing, Latest Edition
- Frank A Fabozzi. *The handbook of Mortgage backed Securities*. Probus Publishers, Latest Edition
- F.J. Fabozzi. *The Handbook of Fixed Income Securities*. Tata McGraw Latest Edition
- F.J. Fabozzi, *Structured products and related Credit derivatives*, Wiley, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

310 : CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY

Objectives

To equip the students with the knowledge of corporate conscience on the memory lane of recent corporate failures and inculcate behaviour to govern the organization with sincerity and responsibility.

Course Outline

Conceptual Framework Of Corporate Governance

Business ethics and corporate governance, Evolution of corporate governance; Theories of corporate governance, developments in India; regulatory framework of corporate governance in India; SEBI guidelines and Revised clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; Corporate Governance Rating (Standard & Poor, Corporate Governance Scores, Corporate Governance Rating Methodology (CRISIL)), green governance/e-governance; shareholders activism; corporate governance in PSUs and banks; legislative framework of corporate governance -an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa), Global Corporate Governance Practices (Anglo-American Model, German Model, Japanese Model).

Corporate Management

Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

Role and Functions of Board Committees

Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, CSR Committee and other committees.

Major Financial Crisis and Corporate Failures

Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK), Enron (USA), World.com (USA), Andersen worldwide (USA), Vivendi (France), News of the world (UK); Junk Bond Scam (USA), Tyco (USA), Kirch Media (Germany), Parmalat (Italy) and Satyam Computer Services Ltd (India), Sahara (India); Kingfisher Ltd (India); similar reasons behind the governance failure.

Whistleblowing and Codes and Standards on Corporate Governance

The Concept of Whistle-Blowing; Types; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India. Codes & Standards on Corporate Governance: Sir Adrian Cadbury Committee (UK), 1992, Greenbery Committee (UK), 1995, Calpers Global Corporate Governance Principles (USA), 1996, Hampel Committee on Corporate Governance (UK), 1997, Combined Code of Best Practices (London Stock Exchange), 1998, Blue Ribbon Committee (USA), 1999, OECD Principles of Corporate Governance, 1999, CACG Guidelines/Principles for Corporate Governance in Commonwealth, 1999, Euroshareholders Corporate Governance Guidelines, 2000, Principles of Good Governance and Code of Best Practice (UK), 2000, Sarbanes-Oxley (SOX) Act, 2002 (USA), Smith Report, 2003 (UK).

Corporate Social Responsibility (CSR)

Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

Suggested Readings:

- Mallin, C. A, Corporate Governance (Indian Edition), Oxford University Press, New Delhi. 2013
- Hopkins, M, Corporate social responsibility and international development: Is business the solution?, Earthscan, Latest Edition
- Blowfield, M, &Murray, A., Corporate Responsibility, Oxford University Press. Latest Edition
- Tricker, B. Corporate Governance. Oxford University Press. Latest Edition
- CFA Institute Centre for Financial Market Integrity. The Corporate Governance of Listed Companies: A Manual for Investors
- Gandhi, M. K., Hind Swaraj or Indian Home Rule, Madras: Ganesh & Co. 5th edition,
- Sharma, J. P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd. Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

311: MARKETING MANAGEMENT

Objective

The objective of the course is to familiarize the students with the basic concepts, introduce the key elements in developing a marketing strategy, planning a marketing program and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Course Outline:

Introduction & Scanning of Marketing Environment

Traditional view of marketing; marketing concept evolution ; Modern concept of marketing; Marketing functions and role; Marketing management process; Significance of scanning marketing environment; Economic, demographic, socio-cultural, technical, political and legal environment of marketing in India.

Consumer/ Buyer behaviour & Market Segmentation

Consumer vs. business buying behaviour; Consumer buying decision process and influences; Psychological influences affecting consumer behaviour; Industrial buying process.; Steps involved in segmentation; Targeting and Positioning: Bases and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Management of products, services, and brands

Product concept and classification; Major product decisions; New product development; Consumer adoption and innovation diffusion; Product life cycle – concept and appropriate strategies to be adopted at different stages; Elements of brand personality and brand equity

Pricing, Distribution & Promotion Decisions for Products & services

Procedure; Factors affecting price of a product; Pricing policies and strategies; Objectives of pricing; distribution channel; need for intermediaries; Different types of distributions, middlemen and their functions; supply chain and logistics management; Retailing and wholesaling; Meaning and importance of promotion; Tools of Promotion; determining optimal promotion mix; advertising program; promotional campaign;.

Marketing Planning & control

Marketing Planning, Organizing and Control: Marketing planning process ; Different ways of organizing the marketing department; Sales, cost and profit analysis.

Ethical, legal and social responsibility in marketing:

Significance of ethics in marketing; Consumer Protection in India; Consumer Protection Act; Services marketing, rural marketing, direct marketing, internet marketing and other marketing developments

Suggested Readings:

- Kotler, Philip, and Gary Armstrong, *Principles of Marketing*, Pearson Prentice-Hall Latest Edition
- Kerin, Hartley, and Rudelius, *Marketing*, McGraw-Hill Irwin, 12th Edition 2015
- Etzel, Michael J., Bruce J. Walker and William J. Stanton, *Fundamentals of Marketing*, McGraw Hill, Latest Edition
- McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., *Basic Marketing: A Managerial Approach*, 9th ed., McGraw Hill, Latest Edition
- Keller, Philip, Keller Kevin lane, Koshy Abraham, Jha Mithileshwar, *Marketing Management : A South Asian Perspective*, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

401: STRATEGIC FINANCIAL MANAGEMENT

Objective

The aim of this course is to provide the participants an insight into advanced techniques in financial management and some special financial decision-making situations in order to help them in becoming value managers. Empirical studies and select case studies shall form an integral part of this course.

Course Outline:

Business Valuations

Financial Policy and Strategic Planning, Value, Value drivers and alternative metrics, Valuation of manufacturing and financial firms, High Technology Investments and IPRs,

Advanced Issues in Capital Budgeting

Risk analysis in capital budgeting, Certainty equivalent and risk adjusted discount rate approaches, Probability distribution approach, Sensitivity analysis, Real options and analysis

Capital Structure Planning

Capital structure theories- Traditional model, MM model with and without taxes, Role of personal taxes, Bankruptcy costs, Pecking order hypothesis Asymmetric information and Signaling Theory, Fundamental determinants of capital structure

Corporate Restructuring, Mergers and Acquisitions

Types of mergers, Motives for mergers, Merger payoffs, M&A and share price behaviour, Corporate acquisitions, Corporate divestitures, Equity carve outs, Spin offs and leverage buy outs, Going private, Financial restructuring

Corporate Failures

Bankruptcy prediction models, Regulatory aspects, Corporate turnarounds and role of vulture funds

Corporate Remunerations

Determining employee compensation, Role of ESOPs, Corporate compensation and business performance

Suggested Readings:

- Hiller, D. Grinblatt, M. and Titman, S , *Financial Markets and Corporate Strategy*, McGraw-Hill, 2nd Edition, 2011
- Damodaran, A, *Applied Corporate Finance*, Wiley, 4th Edition, 2014
- Pettit, J., *Strategic Corporate Finance*: Wiley Finance, Latest Edition.
- Allen D., *An Introduction to Strategic Financial Management*, CIMA/Kogan Page, Latest Edition..
- Khan, M.Y. and Jain P.K., *Financial Management*, Tata McGraw-Hill, 7th Edition, 2014.
- Verma J.C., *Corporate Mergers, Amalgamations and Takeovers*, Bharat Publishing House, Latest Edition.
- Weston, J.F., Chung, K.S. and Hoag, S.E., *Mergers, Restructuring and Corporate Control*, Prentice-Hall, Latest Edition.
- Schwartz, E.S. & Trigeorgis, L., (Eds.) *Real Options and Investment under Uncertainty*, MIT Press, USA, Latest Edition.
- Copeland, T., Koller T. and Murrin J. *Valuation: Measuring and Managing the Value of Companies*, John Wiley, Latest Edition.
- Smith, C.W., Smithson, C.W. and Wilford, D.S., *Managing Financial Risk*, Harper and Row, Latest Edition

(The list of cases & specific references including recent articles will be announced in class.)

402: FINANCIAL ECONOMETRICS AND EQUITY RESEARCH

Objective

To provide the students with the econometric tools for application in the field of investment management and corporate finance. The paper inter alia provides them with necessary knowledge and skills for preparing equity research reports.

Course Outline:

Regression Analysis and Econometric Model Building

The basic regression model, simple and multiple regression, relaxing the assumptions of OLS estimation, models of qualitative choice, econometric model building, panel data regression, non-linear and maximum likelihood estimation.

Time-Series Econometrics

Stochastic processes, Tests of stationarity, Cointegration; Error Correction Models and Causality Tests, Moving average and exponential smoothing methods, ARIMA and VAR models, ARCH and GARCH models, Estimating time varying correlations, Panel Data Estimation: Fixed and Random Effects Methods, Dynamic Panel Estimation Models

Chaos Theory and Financial Markets

Characteristics of Non Linear Dynamical Systems, Chaos Toolbox, Empirical Evidence

Applications of Econometric Modelling and Forecasting Techniques in Investment Management

Predicting financial variables - stock returns, interest rates and forex movements, market microstructure - inventory models, market liquidity and volatility, asset pricing models, event study analysis, term structure models

Equity Research Analysis

Elements of equity research report, macro-economic analysis, industry analysis, business analysis, financial analysis and projection, valuation framework - free cash flow valuation approach, economic profit method, adjusted present value and capital cash flow model, relative valuation approach, assessing risk factors, preparing an equity research report.

Applied Equity Valuation

Valuation of old and new economy stocks, valuation of financial companies, valuation of mergers and acquisitions, valuation of sick and turnaround companies, valuation of initial public offerings.

Suggested Readings:

- Wang, P., *Financial Econometrics (Methods and Models)*, Routledge, Latest Edition
- Ruey S. Tsay, *Analysis of Financial Time Series*, Wiley, 3rd Edition, 2010
- Campbell, J.Y., Lo, A. and Mackinlay A.C., *The Econometrics of Financial Markets*, Princeton, Latest Edition.
- Koller, T., Goedhart, M. and Wessels. D, *Valuation: Measuring and Managing the Value of Companies*, Mckinsey & Company, 5th Edition, 2010
- Damodaran, A., *Investment Valuation*, John Wiley & Sons, Latest Edition.
- Damodaran, A. *Dark Side of Valuation*, Prentice Hall, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

403: INTERNATIONAL FINANCE

Objectives: The objective of the paper is to provide the students an overview of international financial institutions and foreign exchange market and Forex risk management. The course shall also cover issues relating to multinational corporate finance such as international capital budgeting, capital structure planning, and working capital decision.

Course Outline:

- International Financial Institutions: An Overview
- Balance of Payments (Theory and Policy)
- Foreign Exchange Market, Forex derivatives
- Exchange Rate Forecasting and Determination
- Forex risk measurement and management
- Offshore Financing (International equity, debt and Euro-currency markets)
- International Trade Financing (International framework and Policies in this regard)
- International capital budgeting and cost of capital
- Capital Structure and Cost of Capital of MNC's
- Working Capital Management
- International Restructuring
- Political Risk, Country Risk and their Management

Suggested Readings:

- Desai, M. A., *International Finance: A Case Book*, Wiley, Latest Edition.
- Levi, M., *International Finance*, Routledge, Latest Edition.
- Brigham, E.F., and Houston, J.F., *Fundamentals of International Finance*, South Western College Publishers, Latest Edition.
- Rajwade, A.V., *Foreign Exchange, International Finance and Risk Management*, Academy of Business Studies, Latest Edition.
- Grabbe, O., *International Financial Markets*, Prentice Hall Englewood Cliffs New Jersey Latest Edition.
- Apte, P.G., *International Financial Management*, Tata McGraw Hill, Latest Edition.
- Seth, A.K. and Panwar, S., *International Finance: Theory and Practice*, Galgotia Publishing Company, Daryaganj, Delhi, Latest Edition.
- Shapiro, A.C., *Multinational Financial Management*, 10th ed., November 2013.
- Jain, P.K., Yadav, S.S., and Peyrard, J., *International Financial Management*, Macmillan India Ltd., Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

404: PROJECT PLANNING, APPRAISAL AND FINANCING

Objective: The objective of the course is to acquaint the students with various aspects involved in Project Management.

Course Outline:

- Project Identification, Planning and Selection; Project Life-Cycle
- Market, Technical, Commercial and Economic Feasibility, Social Cost-Benefit Analysis and Social Discount rate
- Preparing Project Reports: Financial Projections, Estimating Costs
- Mathematical Programming Techniques and Project Management
- Project Financing
- Project Appraisal by Financial Institutions
- Project Analysis of Government Projects
- Project Time and Cost Over-runs
- Networking Techniques and Project Management
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Suggested Readings:

- Chandra, P., *Projects: Preparation, Appraisal, Budgeting and Implementation*, New Delhi: Tata McGraw Hill, Latest Edition
- Stefano Gatti, *Project Finance in Theory and Practice*, Academic Press (an Imprint of Elsevier), Latest Edition
- E.R. Yescombe, *Principles of Project Finance*, Academic Press (an Imprint of Elsevier), Latest Edition
- Chawla K., *Social Cost-Benefit Analysis - An Introduction to Financial and Economic Appraisal of Profit*, Mittal Publications, Latest Edition
- Gray, C., *Essentials of Project Management*, PBI, Latest Edition.
- Gopalakrishnan, P., and Moorthy, V.E.R., *Textbook of Project Management*. New Delhi: Macmillan, Latest Edition
- Pahwa, H.P., *Project Reports and Appraisals*, Bharat Law House, Latest Edition
- Pahwa, H.P., *Project Financing*, Bharat Law House, Latest Edition
- Lock, D., *Project Management*, 7th Ed. Hampshire: Gower, Latest Edition
- Machiraju, *Project Finance*, Vikas, New Delhi, Latest Edition
- Chandra, P., *Project Preparation Appraisal & Implementation*, Tata McGraw Hill, Latest Edition.
- Kannan, S., *Project Evaluation & Cost Overruns*, Bharat Law House, Latest Edition
- Frank, J. Fabozzi, Carmael F. De Nahlik, *Project Finance*, Euromoney Institutional Investor PLC, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

406: MUTUAL FUNDS AND ALTERNATIVE INVESTMENTS

Course Objective

The aim of this course is to introduce students to various asset classes available for investments. The thrust is to understand the concept and functioning of mutual funds, to know about the roles of different players viz., custodians, asset management companies, sponsor etc. in the mutual fund industry, to learn about the tax and regulatory issues related to mutual funds, to understand the fundamentals of net asset value (NAV) computation, accounting, taxation and performance evaluation of mutual fund schemes. Further, the course aims to instil in students a practical and thorough understanding of the peculiarity of real assets, hedge & arbitrage funds and commodities as alternative investment options.

Course Outline

Mutual Funds in Perspective

Concept and structure of Mutual Funds, An overview of Mutual Fund Market in India, Setting Up of a Mutual Fund, Role of Participants: Custodian, Trust, Registrar and Transfer Agent, AMC etc.; New Fund Offers, Procedure of Investing in NFO, Investor's rights and obligations, Role and objectives of AMFI, Organisation and regulatory Framework of Mutual Funds in India, Designing and Marketing of Mutual fund products, Different types of plans: SIP, STP, SWP, MIP, Dividend Pay-out, Subscription and Redemption etc.

Mutual Fund Products and Features

Concept of Open and Closed Ended Schemes, Classification of Mutual Fund Schemes based on different criteria, Concept of Load, Expense Ratio, Portfolio Turnover, AUM, Types of Equity Schemes, Debt Funds, Liquid Funds, Portfolio Management Schemes, ETFs, Money Market Funds, Index Funds, Speciality Funds, Ethical and Social Impact Funds, Hedge Funds, Arbitrage Funds, Venture Capital and Private Equity Funds

Mutual Fund Accounting and Performance Evaluation

Accounting for income, gains and losses from investments, accounting for expenses, determining NAV, accounting for load, distributable reserves, Mutual Fund Tax Provisions : Securities Transaction Tax (STT), Capital Gains Tax, Tax on Income Distributed, Tax deducted at source (TDS) / withholding tax, Dividend Payout and Growth Options within schemes, Indexation, Setting Off & Carry Forward of losses, Calculation of returns: IRR, XIRR, MIRR, Dividend Reinvestment, compounding of periodic returns, Risk measures: Standard Deviation, Beta, Downside risk, Tracking Error etc.; Risk adjusted performance measures: Sharpe, Treynor, Jensen's Alpha, Sortino, Information Ratio, M^2 , Omega, Measures of market timing etc.

Real Assets

Nature of Land, Infrastructure assets, Intellectual property etc. as investment options, Real Estate Fixed Investments: Residential Mortgages, Commercial Mortgages, Mortgage-Backed Securities Market, Collateralized Mortgage Obligations, Real Estate Investment Trusts; Real Estate Equity Investments: Real Estate Development, Valuation and Risks of Real Estate Equity Investments, Alternative Real Estate Investment Vehicles, Real Estate and Depreciation, Real Estate Equity Risks and Returns, Risks and Returns of Equity REITs

Hedge Funds and Private Equity Funds

Distinguishing Hedge Funds, Hedge Fund Types, Hedge Fund Fees; Hedge Fund Strategies; Hedge Fund Indices, Benefits and Costs of Diversification, Private Equity Terminology and Background, Private Equity as Equity Securities, Private Equity as Debt Securities, Trends and Innovations in Private Equity, Venture Capital versus LBOs, The Underlying Businesses of Venture Capital, Venture Capital Funds, Leveraged Buyouts (LBOs), Mezzanine Debt, Distressed Debt, Risks of Distressed Debt Investing

Commodities

Overview of major commodity markets: Oil, metals, agricultural products, Commodity Derivatives, Rolling Contracts, The Term Structure of Forward Prices, Backwardation and Contango, Returns on Futures Contracts, Commodity Investing for Diversification, Commodity Investing for Return Enhancement, Investing in Commodities without Futures, Commodity Exposure through , Commodity Futures Indices, Commodity Risks and Returns, Historical Risks and Returns

Suggested Readings

- Ronald K. Rutherford, The Complete Guide to Managing a Portfolio of Mutual Funds, Latest Edition
- Indian Institute of Banking and Finance, Mutual Funds - Products and Services, 2010
- Dr.Naila Iqbal, Mutual Fund: History, Future And Beyond – March 2014
- Fabozzi, J.F., Measuring and Controlling interest rate and credit risk, Wiley Finance, Latest Edition
- NSE's Certification in Financial Markets: Advanced Module on Mutual Funds
- CAIA Level I: An Introduction to Core Topics in Alternative Investments, Wiley, Second Edition, 2012. Part Two: Real Assets, Chapters 8 – 10.
- CAIA Level I: An Introduction to Core Topics in Alternative Investments, Wiley, Second Edition, 2012. Part Three: Hedge Funds, Chapters 11 – 17.
- CAIA Level I: An Introduction to Core Topics in Alternative Investments, Wiley, Second Edition, 2012. Part Five: Private Equity, Chapters 20 – 22.
- CAIA Level I: An Introduction to Core Topics in Alternative Investments, Wiley, Second Edition, 2012. Part Four: Commodities, Chapters 18 – 19.

(The list of cases and specific references including recent articles will be announced in the class.)

407: REAL ESTATE INVESTMENT MANAGEMENT

Objective

The objective of this course is to acquaint the participants with the working of real estate market in India. The course will focus upon the regulatory framework, valuation aspects and financing options. This course will concentrate on applying economic and finance concepts to real estate investment problems. This course will make students comfortable with fundamental principles and with the mathematics of real estate.

Course Outline

Introduction

Real Estate Market in India, Importance and role in growth of economy, Real Estate Market Segments, Regulatory Framework, Demand and Supply Dynamics, Legal and Tax Framework, Investment Options for retail investors

Residential Real Estate

Residential Housing Financing: Incremental Borrowing Cost, Refinancing, Market Value of a Loan, Effective Cost of Two or More Loans, Cash Equivalency, Wrap around Loans, Buy-down Loans, The Housing Market Investment: Stock-Flow Model, Tenure Choice: The Decision to Rent or Buy

Commercial Real Estate

Commercial Property in Real Estate Markets, Commercial Property Leases, Market for Space, Commercial Property Analysis, Computing After Tax Cash Flows from Operations for Commercial Properties, The Investment Decision, The Internal Rate of Return, Net Present Value, Financing Commercial Properties: Financial Leverage, Participation Loans, Accrual Loans, Market Comparison, Cost, Income Approaches, Risk Analysis, Sensitivity Analysis, Partitioning the IRR, Lease Risk, Real Options

Real Estate Financing

Mortgage Loans, Time Value of Money, Fixed Interest Rate Loans, Expected Yields, Graduated Payment Mortgages, Price Level Adjusted Mortgages, Adjustable Rate Mortgages, Mortgage-backed Securitisation and its Structuring, Participation Certificates, Housing Finance: Institutional Framework, Housing Loan Securitisation

Investment and Valuation of Real Estate

Investment Concepts, Real Estate Investment Trusts (REITs), Types of Trust, REIT Capitalisation, Financial Analysis, REIT growth and development, Valuation of Real Estate, Real Estate Private Equity, Methods of Real Estate Valuation, Valuation of Special Properties like Hotels, Property with Covenants, Commercial Property and House Property, Real Estate Portfolio Management, Real Estate Investment Trusts, Corporate Real Estate: Space Audit, Business Process Re-engineering, Locational Audit, Accounting and Taxation of Real Estate Transaction

Suggested Readings:

- Sayce, S., *Real Estate Appraisal*, Blackwell Publishing, Latest Edition.
- McMahan, J., *Cases in Commercial Real Estate Investing*, McMahan Real Estate Services, Latest Edition.
- Haight, T.G. and Singer, D.D., *The Real Estate Investment Handbook*, Hardcover, Latest Edition.
- Dixon, T.J., *Real Estate in New Economy*, Blackwell Publishing, Latest Edition.
- Levine, M.L., *International Real Estate: A Comparative Approach*, Dearborn Real Estate Education, Latest Edition.

- Kolbe, P.T., and Greer, G.E., *Real Estate Finance*, Dearborn Real Estate Education, Latest Edition.
- Allen, M.T. and Floyd, C.F., *Real Estate Principles*, Dearborn Real Estate Education, Latest Edition.
- Brown, R.K., *Real Estate Economics*, Houghton Mifflin, Latest Edition
- Barlow, R., *Land Resource Economics*, Prentice Hall, Latest Edition
- Harvey, J., *Economics of Real Property*, MacMillan, Latest Edition
- Brueggeman, William B. and Fisher, Jeffrey D., *Real Estate Finance and Investments*, McGraw-Hill Irwin, Latest Edition
- Geltner, David M., Norman G. Miller, Jim Clayton, and Piet Eichholtz. *Commercial Real Estate Analysis and Investments*. Cincinnati, OH: South-Western Educational Publishing, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

408: MARKETING OF FINANCIAL SERVICES

Objectives

The objective of the paper is to familiarise the students with the nature and scope of various types of marketing strategies to make financial services available in the market place.

Course outline

- Role and contribution of the financial services
- The changing environment of financial services and understanding the financial services consumers.
- Analysing marketing environment and developing marketing strategies
- Financial services marketplace : structures, products and participants
- Financial services mix-Product strategy; Advertising and promotion; Pricing; Distribution channels
- Customer care and service quality
- Banking and insurance marketing
- Building society marketing
- Marketing of unit and investment trusts
- Marketing of various fee based services and fund based services.

Suggested Readings:

- Indian institute of Banking and Finance, Managing and Marketing of Financial Services. Taxmann publications, 2015
- Harrison, T. & Estelami, H, The Routledge Companion to Financial Services Marketing, 2014
- Wright, M. & Watkins, M, Marketing Financial Service. Routledge, Latest Edition.
- Ennew, C. & Waite, N. Financial Services Marketing: An International Guide to Principles and Practice. Routledge, 2013
- Khan, M.Y., Financial Services, Tata McGraw-Hill, New Delhi, Latest Edition
- Molver, C. and G. Naylor, Marketing Financial Services, Latest Edition
- Zenoff, David P. Marketing Financial Services, Ballinger Publishing Company Ltd., Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

409 : BANK MANAGEMENT AND CREDIT RISK ANALYSIS

Course Objective

This course aims at developing the necessary skills for applying the principles of financial analysis and risk management to management of funds in commercial banks. The objective is to instil in students an understanding of Indian banking sector in the context of global financial system and international bank management practices in developed economies. Another aim of this course is to enable students to understand the key concepts of credit risk and how this risk is measured and managed within financial institutions.

Course Outline

Overview of Banking in India

Introduction to concept of Banking, Bank as a commercial organisation, Importance of a developed banking sector for growth of economy, role of banks to mobilise savings, scope of banking services, Drivers of changes in Indian Banking environment, Regulatory framework, Role of central bank, A primer on Basel II, International banking standards, recent technological developments in the banking sector, Private vs Public Banks in India

Analysis of Bank Financial Statements

Framework for Analysis of bank Financial Statements, Fund management function in banking, objectives of fund management, Internal and External Factors influencing bank funds, financial statement and ratio analysis for banks, Measuring and evaluating performance of banks, ROI model, Banking Risks and returns, CAMELS Ratings, alternative models of bank performance, Bank funding policies and strategy, bank funding instruments: Deposit and Non-deposit liabilities, management of deposit and non-deposit liabilities and sources of bank funds

Asset Liability Management

Introduction to ALM and techniques, management of interest rate risk, interest sensitive gap and bank's duration gap, managing currency exposures, earnings sensitivity analysis and market value of equity sensitivity analysis, managing operational risk, liquidity risk, regulatory risk and reputation, bank treasury ALM, ALM trading principles, structured finance products including asset-backed commercial paper, mortgage-backed securities, collateralised debt obligations and structured investment vehicles, and their role in ALM, securitisation and balance sheet management

Management of Bank Investments

Banking Theory: Objectives, credit creation, investment policies; Overview of a typical bank portfolio, investment options for banks in India, objectives of investment portfolio management in banks, composition of investment portfolio, establishing investment policy guidelines, regulatory capital, treasury operations and group transfer pricing, compliance with Basel norms, Corporate Restructuring in Banks, Treasury operations, Repo instruments, Financial innovation and information technology, cyber threats

Credit Risk Analysis

Introduction and Overview, Basel Accords, Critique of Basel Norms, NPAs, strategies of managing NPAs, evaluating commercial and consumer loan requests, customer profitability analysis and loan pricing, Credit Rating, Z-score, Hazard Models, Structural Credit Risk Models, Credit VaR, Expected Shortfall, Introduction to Merton's Model & Moody's KMV, Recovery Rate/Loss Given Default (LGD); Hedging credit risk, Introduction to Credit Derivatives, Credit Default Swaps (CDS), Structural Valuation of CDS and Credit Trading Strategies

Suggested Readings:

- N Kavitha and Dr A Ramachandran, Funds Management in Commercial Banks: Indian Perspectives, March 2011
- MooradChoudhry, Bank Asset and Liability Management: Strategy, Trading, Analysis (Wiley Finance), Latest Edition
- Indian Institute of Banking and Finance, General Bank Management, MacMillan, Latest Edition
- Hefferman. S., Modern Banking, Latest Edition.
- Joseph F.S., Jr, Commercial Banks Financial Management, Prentice Hall, Latest Edition.
- Koch T.W., Bank Management, Thompson South Western, Latest Edition.
- Sellar K.C. & Lakshmasuma, Banking Themes and Practice, Vikas Publication, Latest Edition.
- Arnaud de Servigny and Olivier Renault, Measuring and Managing Credit Risk, Standard & Poors, Latest Edition.
- Dominic O’Kane and Lutz Schogl, Modelling Credit: Theory and Practice, Lehman Brothers International (Europe), Latest Edition.
- Srichander Ramaswamy, Managing Credit Risk in Corporate Bond Portfolios: A Practitioner's Guide, Wiley Finance, Latest Edition.
- Blaise Ganguin and John Bilardello, Fundamentals of Corporate Credit Analysis, Standard & Poors, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

410 : INSURANCE MANAGEMENT

Course Objective

This course intends to provide a basic understanding of the insurance mechanism. It explains the concept of insurance and how it is used to cover risk. It aims to explain how insurance is transacted as a business and how the insurance market operates by delivering an understanding of the legal, regulatory, and market environment of the insurance industry. The course targets to provide an overview of major life insurance and general insurance products as well. Finally, the course elucidates the concept of re-insurance business, its relevance and respective legal mechanism.

Course Outline

Principles & Practice of Insurance

Nature of Insurance contracts, History of Development of Insurance in India. Risk Management, The Concept of Insurance and its Evolution, The Business of Insurance, The Insurance Market, Insurance Customers, The Insurance Contract, Insurance Terminology, Principles of Life and General Insurance, Life Insurance products, Important Types of Insurance policies, Group Insurance, Pension plans (Concepts, principles, advantages, disadvantages, product characteristics, product differentiation, and product development)

Legal Aspects and Regulation of Insurance Business

Development of Insurance Legislation in India and Insurance Act 1938, IRDA Functions and Insurance Councils, Regulations on Conduct of Business, Policy Holders Rights of Assignment, Nomination and Transfer, Protection of Policy Holders Interest, Dispute Resolution Mechanism, International Trends In Insurance Regulation, Current Legal Environment - An Overview of Insurance Sector Reforms - The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.

Principles And Practice Of Life Insurance

Meaning of Life Insurance, The Evolution and Growth of Life Insurance, Basic Principles of Insurance, Life Insurance Organizations in India, Competition and Regulation of Life Insurance, Types of Life Insurance Policies, Term Life Insurance, Whole Life insurance, Endowment Life Insurance, Unit Linked Policies with or without Profit Policies, Customer Evaluation, Policy Evaluation, Cost and Benefit, Group and Pension Insurance Policies, Special features of Group Insurance, Super Annuation Schemes, Group Gratuity Schemes, Computation of Premiums, Underwriting: The need for underwriting, Guiding principles of Underwriting, Factors affecting Insurability, Methods of Life Classification, Laws affecting Underwriting Financial Planning and taxation: Savings, Insurance vis-à-vis Investment in the Units Mutual Funds, Capital Markets, Life Insurance in Individual Financial Planning, Implications in IT treatment

Principles And Practice Of General Insurance

Meaning of General Insurance, The Evolution and Growth of General Insurance, Types of General Insurance, Fundamentals of General Insurance, Recent innovations, Organization and Management of General Insurance Companies, Regulatory Framework for General Insurance in India, Non-life miscellaneous insurances, Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance, Fire Insurance, Marine Insurance, Motor Insurance, Engineering Insurance, Miscellaneous Insurance, Underwriting and Settlement of Claims Settlement of Claims, Arbitration, Loss Minimization and Salvage

Risk Management and Insurance

Understanding Risk: Types of risk, Risk management, Actuarial Evaluation, Objectives: Risk identification and Measurement, Pooling arrangements and diversification of risk, Risk aversion and demand for insurance by individuals, by corporations, Insurability of risk, Contractual Provisions, Legal doctrine, Loss control, Risk retention and reduction decisions, Analytical tools

used in corporate risk management, Costs and benefits of insurance, Taxation Aspect related to Insurance

Reinsurance

Introduction to Reinsurance, Forms of Reinsurance, Methods of Reinsurance, Proportional Reinsurance, Non-Proportional Reinsurance, Retentions, Law and Clauses relating to Reinsurance Contracts, Reinsurance Accounting, Reinsurance Markets, Reinsurance Financial Security, Alternatives to Traditional Reinsurance, Inward Reinsurance Business, Processing Information for Reinsurance Decisions

Suggested Readings:

- George E. Rejda, Principles of Risk Management and Insurance, Pearson/Addison Wesley, 11th Edition. 2011
- C.L. Tyagi & Madhu Tyagi, Insurance - Law and Practice 2013
- Insurance Laws Manual (As Amendment by Insurance laws (Amendment) Act 2015), Taxmann Publications, April 2015
- K.C. Mishra and M. Bakshi, Legal and Regulatory Aspects of Insurance, CENGAGE Learning, Latest Edition
- Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Prentice Hall of India: New Delhi, Latest Edition
- Kutty, S.K., Managing Life Insurance, Prentice Hall of India: New Delhi, Latest Edition
- K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning: New Delhi, Latest Edition
- George E. Rejda: Principles of Risk Management & Insurance, Pearson: New Delhi, Latest Edition
- C. Arthur Williams, Jr. Richard M. Heins, Risk Management and Insurance, McGraw-Hill, Latest Edition
- P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House: Mumbai, Latest Edition
- Insurance Institute of India – IC 86 – Risk Management
- Harrington. Niehaus: Risk Management & Insurance, McGraw Hill: New York, Latest Edition
- Ruth Gastel, Reinsurance: Fundamentals and New Challenges, Insurance Information Institute, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

411: NATURAL RESOURCES AND ENVIRONMENTAL FINANCE

Objective

The object is to familiarize students with the natural resource environment and understand the role of environment and biodiversity conservation for sustainable economic development. The course shall also focus on economic regulation valuation approaches and sustainable financing objectives.

Course Outline

Natural Resource Economics

Types of Natural Resources and their characteristics; Resource optimization and sustainable development.

Biodiversity and Natural Resources

Biodiversity and ecosystem linkages; Biodiversity conservation- trends, policy and regulatory framework.

Natural Resource Valuation

Determinants of Economic Valuation, Alternative valuation approaches; estimating Cost and Benefits; Existence Value and Altruistic Model

Financing Conservation of Natural Resources

Alternative financing tools and instruments. Role of financial markets; Carbon Trading

International Initiatives, Convention and Treaties

Suggested Readings

- Hanley, N., J.F. Shogren and B. White, Environmental Economics in Theory and Practice, Oxford: Oxford University Press, Latest Edition
- P. Neher, Natural Resource Economics – Conservation and Exploitation, Cambridge, Cambridge University Press, Latest Edition
- Bateman, Ian J. et al.: Economic Valuation with Stated Preference Techniques: A Manual, Edward Elgar, Latest Edition
- Pearce, D., Atkinson, G. and Mourato S.: Cost-benefit analysis and the environment: Recent developments, OECD, Latest Edition
- Freeman, A. M.: The Measurement of Environmental and Resource Values, 2nd Edition, Resources for the Future, Latest Edition
- Parker, C., and Cranford, M., The Little Biodiversity Finance Book. A guide to proactive investment in natural capital, Global Canopy Program, Oxford., Latest Edition
- Convention on Biological Diversity (CBD) of United Nations Conference on Environment and Development (UNCED) of 1992
- World Bank Report on Diagnostic Assessment of Select Environmental Challenges for India, 2013

(The list of cases and specific references including recent articles will be announced in the class.)

ORDINANCE

MBA (FINANCIAL MANAGEMENT) PROGRAMME

1. There shall be a Post-Graduate Degree called MBA (Financial Management) in the Department of Financial Studies, University of Delhi South Campus, Faculty of Commerce and Business.

2. Minimum Eligibility Requirements

Graduate/Post-graduate or equivalent degree in any discipline, viz. Arts, Humanities, Commerce, Management, Social Sciences, Mathematical Sciences, Engineering; Technology, Agriculture, Law, Pharmacy and Medicine with 50% marks, from the University of Delhi or any other University recognised as equivalent thereto. Relaxation of 5% marks in eligibility will also be allowed to categories of SC/ST candidates.

3. Reservation

The Department shall follow the reservation policy of the University for admission to the MBA (Financial Management) course.

4. Selection Procedure

The candidates applying for admission to the MBA (Financial Management) course shall have to appear in an Entrance Test as specified by the Department from time to time. The shortlisted candidates shall be called for group discussion/Extempore presentation and personal interview. Final selection would be made on the basis of their performance in entrance examination, group discussion/Extempore presentation and personal interview or any other criteria as decided by the Department. In all cases, the decision of the Admission Committee shall be final.

Foreign students applying for admission to this course shall be admitted as per University of Delhi Rules in this regard. The candidates shall be required to furnish their latest scores in GMAT and English proficiency Test (TOFEL/IELTS). The Department shall review all applications from foreign students duly forwarded by the office of Deputy Dean, Foreign Students and its decision in this regard shall be final. All foreign students are required to obtain necessary clearances from Government agencies as specified by the University in this regard.

The Admission Committee of the Department may revise the admission criteria and selection procedure from time to time.

5. Age Requirement

The candidate should be minimum of 20 years on 1st October in the year in which admission is sought. (Relaxation of age limit up to a maximum period of one year on the basis of individual merit may be made by the Vice-Chancellor).

6. Course Structure

The MBA (Financial Management) programme shall comprise of 28 courses – 24 compulsory courses and 4 Elective courses. The Elective Courses shall provide the students a choice to acquire specialised knowledge in different areas of Finance. Each compulsory course as well as elective shall be of four credits. In addition to these credit courses, the Department may offer non-credit courses and foundation courses depending upon the needs of the students.

Programme Structure

The MBA (Financial Management) programme shall be in two parts i.e., Part I and II.

Part I

The schedule of Part I will be composed of two semesters, viz. Semester I and Semester II. The schedule of papers prescribed for Part I shall be as follows:

Semester I

- 101 Managerial Economics
- 102 Business & Corporate Laws
- 103 Financial Accounting
- 104 Business Statistics and Mathematics
- 105 Information Technology for Managers
- 106 Indian Financial System
- 107 Financial Management

Semester II

- 201 Macro Economic Theory and Policy
- 202 Management Accounting and Control Systems
- 203 Financial Analysis and Valuation
- 204 Quantitative Techniques for Management
- 205 Strategic Information Systems
- 206 Introductory Econometrics
- 207 Investment Analysis

Part II

The schedule of Part II will be composed of two semesters, viz. Semester III and Semester IV. The schedule of papers prescribed for Part II shall be as follows:

Semester III

- 301 Financial Services and Wealth Management
- 302 Business Management and Strategy
- 303 International Accounting
- 304 Portfolio Management
- 305 Financial Derivatives & Risk Management

Electives: *Any two of the following:*

- 306 Business Analytics
- 307 Tax Planning and Management
- 308 Enterprise Risk Management
- 309 Fixed Income Securities and Structured Finance Products
- 310 Corporate Governance and Corporate Social Responsibility
- 311 Marketing Management

Semester IV

- 401 Strategic Financial Management
- 402 Financial Econometrics and Equity Research
- 403 International Finance
- 404 Project Planning, Appraisal and Financing
- 405 Project Study

Electives: *Any two of the following:*

- 406 Mutual Fund and Alternative Investments
- 407 Real Estate Investment Management
- 408 Marketing of Financial Services
- 409 Bank Management and Credit Risk Analysis
- 410 Insurance Management
- 411 Natural Resources and Environmental Finance

The Department reserves the right to limit the choice for elective as well as non-credit courses, depending upon the availability of faculty and other resources.

The Department may offer foundation and non-credit courses in relevant areas as per requirements. Readings for papers may be reviewed by the Department from time to time. For greater academic inclusiveness, the Department may also offer short duration courses (not exceeding six months) to other students using a combination of the papers in MBA (Financial Management). The details of such short duration courses may be worked out by the Department in due course of time.

Summer Training: As part of the course requirement, at the end of first year each student is required to undertake summer training for a period of 6 to 8 weeks in approved organisations. At the end of the Summer Training period, each student will be required to submit a certification as prescribed in the guidelines issued by the Department.

7. Fees Payable

MBA (Financial Management) students of the Department will be required to pay an annual fee of Rs.11,761/- (Rupees Eleven Thousand Seven Hundred Sixty One Only) at the time of admission. The foreign students would have to pay an annual fee as specified by the University. The fee may be revised from time to time after obtaining permission from appropriate University bodies.

8. Medium of Instruction and Scheme of Examination

English shall be the medium of instruction and examination. The system of evaluation shall be as follows:

- (i) Each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, tests, viva-voce, case analysis, etc. The weightage given to each of these shall be decided and announced at the beginning of the semester, for each paper.
- (ii) The remaining 70 marks in each paper shall be awarded on the basis of a written examination of three hours duration at the end of each semester.
- (iii) The scheme of evaluation for the Project Study shall be as follows:
 - (a) Although the Project work shall begin from the third semester of Part II, project report shall be submitted in the fourth semester.

- (b) The project report shall be evaluated for 70 marks and viva-voce examination shall be conducted for 30 marks, at the end of fourth Semester.

Detailed guidelines for Project Study Paper shall be developed by the Department and revised from time to time.

- (iv) The minimum marks for passing the examination of each semester shall be 40% in each paper and 45% in the aggregate.
- (v) If a student fails or fails to appear in any of the papers in MBA (Financial Management) 1st semester, Part I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part I.
- (vi) Admission to Part II MBA (Financial Management) Course shall be open to those who have cleared successfully at least 12 papers out of the papers offered for the MBA (Financial Management) Part I year comprising I & II Semesters taken together. However, he/she would have to clear the remaining papers, in which he failed or failed to appear, while studying in MBA (Financial Management) Part II.
- (vii) If a student fails or fails to appear in any of the papers in third semester of Part II of University Examination, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part II examination.
- (viii) If a student fails in any of papers of the fourth semester including Project Study, he/she can take the examination in the said paper(s) along with the subsequent examinations of I/III Semester provided he/she has cleared all other papers of earlier semesters.
- (ix) Successful candidates shall be awarded divisions as per University Rules.
- (x) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the Department in approved organisation for at least two months.
- (xi) No candidate shall be considered to have pursued a regular course of study unless he is certified by the Department to have attended at least 75% of the total number of lectures in each semester during the course of study. Provided that he fulfils other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% of sessions conducted during the whole of the first/third semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he makes up the shortage so condoned.
- (xii) (a) A candidate must qualify for the award of the Degree within four years of his/her first admission to the course.
- (b) Candidates who fail or failed to appear at the MBA (Financial Management) examination may be allowed to reappear at the examination on being enrolled as an ex-student as per rules of the University
- (c) Candidates who have already received the minimum pass marks in the Project Study Report at the University examination shall not be allowed to reappear in the examination.
- (d) Submission of Project Study Report for evaluation in the fourth Semester, as per the guidelines specified by the Department for this purpose, The Department shall evolve a mechanism to strengthen the conduct and evaluation of Project Study paper.

(e) No revaluation of answer books is permitted according to the rules of the University applicable to professional courses.

(xiii) In case of withdrawal from the MBA (FM) course the fee will be refunded as per University Rules.

9. International Partnerships and Students Exchange

The Department is developing international relationships with academic institutions abroad for strengthening knowledge and developing global perspective amongst its students. Under this arrangement, the MBA (Financial Management) students may undertake studies in one of the semesters with international partners. Similarly, students from any of the international partner institutions can come to the Department for pursuing select papers or parts thereof. The Department shall develop a credit transfer system for this purpose. The Department may also convert the students' marks into grades and cumulative grade point averages, to be in line with international standards.

10. Students Exchange with Institutions in India

In order to give greater choice to the student community, the Department shall collaborate with leading academic institutions in India for facilitating students' exchange. Under this collaboration MBA (FM) students may attend one of the semesters with partner institutions and while partner institutions students can attend one of the semesters with the Department. The Department shall develop a credit transfer system for this purpose.

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**PROPOSED CURRICULUM FOR
MBA (FINANCIAL MANAGEMENT)**



**DEPARTMENT OF FINANCIAL STUDIES
UNIVERSITY OF DELHI SOUTH CAMPUS**

JULY 2015