

SYLLABUS

**Masters in Business Administration (F&C)
MBA (Finance and Control)**

*Two Year (Four Semester) full-time Master Degree
Programme*

Session: 2016-17



DEPARTMENT OF FINANCIAL STUDIES
Faculty of Management Studies

VeerBahadurSinghPurvanchalUniversity
Jaunpur (U.P.)
Pin – 222003

Department of Financial Studies

Syllabus- M.B.A. (Finance & Control) - Session 2016-2017

1st Semester	Marks
FMS-101. Principles of Management	75 + 25 = 100
FMS-102. Accounting and Financial Analysis	75 + 25 = 100
FMS-103. Managerial Economics	75 + 25 = 100
FMS-104. Research Methodology	75 + 25 = 100
FMS-105. Communication for Management	75 + 25 = 100
FMS-106. Business Environment	75 + 25 = 100
FMS-107. Computer Application	50 + 50 = 100
Total = 700	
2nd Semester	
FC-201. Managerial Finance	75 + 25 = 100
FC-202. Managerial Accounting	75 + 25 = 100
FC-203. Organization Behaviour	75 + 25 = 100
FC-204. Quantitative Techniques in Management	75 + 25 = 100
FC-205. Legal Aspects for Finance Managers	75 + 25 = 100
FC-206. Business Policy for Managers	75 + 25 = 100
FC-207. Viva-Voce	50 + 50 = 100
Total = 700	
3rd Semester	
FC-301. Financial Statement Analysis	75 + 25 = 100
FC-302. Indian Financial System	75 + 25 = 100
FC-303. Financial Derivatives and Risk Management	75 + 25 = 100
FC-304. Marketing of Financial Services	75 + 25 = 100
FC-305. Investment Management	75 + 25 = 100
FC-306. Entrepreneurship and Small Business Management	75 + 25 = 100
FC-307. Summer Training Report, Presentation and Viva-voce	50 + 50 = 100
Total = 700	
4th Semester	
FC-401. Corporate Restructuring	75 + 25 = 100
FC-402. Business Valuation	75 + 25 = 100
FC-403. Investment Banking and Financial Modeling	75 + 25 = 100
FC-404. Project Management and Finance	75 + 25 = 100
FC-405. Multinational Financial Management	75 + 25 = 100
FC-406. One Elective (To be chosen from the given list)	75 + 25 = 100
FC-407. Project Report, Presentation and Viva-voce	50 + 50 = 100
Total = 700	
Elective Paper(Specialization)	
(Students can opt any one of the following papers)	
1. Management of Financial Institution and Services	75 + 25 = 100
2. Commercial Bank Management	75 + 25 = 100
3. Merchant Banking	75 + 25 = 100
4. Venture Capital and Private Equity	75 + 25 = 100
5. Micro Finance	75 + 25 = 100
6. Real Estate Investment Management	75 + 25 = 100
7. Treasury Management	75 + 25 = 100
8. Direct and Indirect Tax Planning	75 + 25 = 100
9. Fixed Income Securities	75 + 25 = 100
10. International Financial Reporting and Analysis	75 + 25 = 100
11. Behavioural Finance	75 + 25 = 100
Grand Total = 2800	

SEMESTER-I

FMS-101. Principle of Management

Unit I

Managing in Today's Environment: Meaning, Definition, Characteristics of Management, Management Vs. Administration, Management – Art, Science and Profession, Professional Management in India, Arguments For and Against Professionalisation, Levels of Management, Skills of a Manager, Development of Management Thought.

Unit II

Theories of Management: Evolution of Management Thought – Contribution of Taylor, Weber and Fayol Management and Modern Management Theories.

Unit III

Managing the Organization Resources: Concept, Process and Types of Planning – Meaning, Characteristics, Advantages, Limitations, Essentials of Sound Plan, Steps in Planning Process, Planning Premises, Types and Elements of Planning, Decision of Rational Decision Making, Creativity in Decision Making, Concept of MBO, Characteristics, Objectives, MBO – Process, Advantages, Limitations, Managing Organizational Change.

Unit IV

The Anatomy of an Organization: Concept, Nature, Process, Significance, Principle of Organising, Concept of Distinctions between Line and Authority, Line Staff and Functional Authority Relationships, Delegation and Decentralisation, Distinction between Formal and Informal Organization, Group Dynamics.

Unit V

Managerial Control: Concepts, Nature, Elements, Significance, Types, Interrelationship between Planning and Control, Steps in Control Process, Requirements of an Effective Control System, Management by Exception, Techniques of Management Control – ROI, PERT, CPM, MIS.

References:

<i>B. Jha</i>	<i>Industrial Organization and Management</i>	<i>Novelty Publisher</i>
<i>L.M. Prasad</i>	<i>Principles & Practice of Management</i>	<i>Sultan Chand & Sons</i>
<i>Dr. C.B. Gupta</i>	<i>Management Concepts & Practices</i>	<i>Sultan Chand & Sons</i>
<i>Koontz & Wehrich</i>	<i>Essentials of Management</i>	<i>Tata McGraw-Hill</i>
<i>Andrew Littlejohn</i>	<i>Company to Company</i>	<i>Cambridge University Press</i>

FMS-102. Accounting and Financial Analysis

Unit I

Overview: Accounting Concepts, Conventions and Principles, Accounting Equations, International Accounting Principles and Standards, Matching of Indian Accounting Standards with International Accounting Standard.

Unit II

Mechanics of Accounting: Double Entry System of Accounting, Journalizing of Transactions and Preparation of Final Accounts, P/L Accounts, P/L Appropriation Account and Balance Sheet, Policies related with Depreciation, Inventory and Intangible Assets like Copyright, Trademark, Patent and Goodwill.

Unit III

Analysis of Financial Statement: Ratio Analysis – Solvency Ratios, Profitability Ratios, Activity Ratios, Liquidity Ratios, Market Capitalization Ratios, Common Size Statement, Comparative Balance Sheet and Trend Analysis of Manufacturing, Service & Banking Organization.

Unit IV

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its Analysis.

Unit V

Cash Flow Statement: Various Cash and Non-Cash Transactions Flow of Cash, Cash from Operation, Preparation of Cash Flow Statement and its Analysis.

References:

<i>S.K. Bhattacharya & John Dearden</i>	<i>Accounting for Management</i>	<i>Vikas Publishing House</i>
<i>S.P. Jain &K.L Narang</i>	<i>Advanced Accountancy</i>	<i>Kalyani Publishers</i>
<i>S.N. &S. K. Maheshwari</i>	<i>Corporate Accounting</i>	<i>Vikas Publishing House</i>
<i>Robert Anthony & Hawkins</i>	<i>Accounting Test and Cases</i>	<i>Richard D. Irwin, London</i>
<i>S.N. Maheshwari</i>	<i>Financial and Management Accounting</i>	<i>Sultan Chand &Sons</i>

FMS-103. Managerial Economics

Unit I

Introduction: Nature and Scope of Business Economics, Fundamental Concepts, Business Goals, Economics and Ethics.

Unit II

Demand Analysis and Forecasting: Demand Determinants and Distinctions, Elasticity of Demands, Demand Forecasting for Established Products and New Products.

Unit III

Production and Cost Behaviour: Production Function, Law of Returns, Return to Scale, Cost Volume Relationship in Short and Long Run.

Unit IV

Pricing: Market Morphology and Pricing, Pricing Methods – Cost Plus Pricing, Incremental Pricing, Product Line Pricing, Pioneer Pricing, Differential Pricing, Cyclical Pricing and Retail Pricing.

Unit V

Profit Policies and Planning: Profit Policies, Rationale for Profit Constraints, Profit Volume Analysis and its Applications.

References:

<i>D.M. Mithani</i>	<i>Principles of Economics</i>	<i>Himalaya Publishing House</i>
<i>D.M. Mithani & V.S.R. Murthy</i>	<i>Fundamental of Business Economics</i>	<i>Himalaya Publishing House</i>
<i>D.N. Dwivedi</i>	<i>Principles of Economics</i>	<i>Vikas Publishing House</i>
<i>P.L. Mehta</i>	<i>Managerial Economics</i>	<i>Sultan Chand & Sons</i>
<i>R.L. Varshney</i>	<i>Managerial Economics</i>	<i>Sultan Chand & Sons</i>
<i>Pandey & Pandey</i>	<i>Managerial Economics for Managerial Decision</i>	<i>Himalaya Publishing House</i>

FMS-104. Research Methodology

Unit I

Introduction: Meaning, Definition, Characteristic, Objectives, Significance, Process of Research, Approaches to Research, Characteristics of Business Research, Application of Business Research in India.

Unit II

Research Design: Types of Research – Exploratory, Conclusive, Modeling and Algorithm, Formulation and Testing of Hypothesis – Means, Proportion and Variances.

Unit III

Information Collection: Collection of Data – Primary & Secondary Sources, Classification – Questionnaire Construction, Schedule and Scale Development, Attitude Management.

Unit IV

Sampling: Sampling Method – Probability and Non Probability, Analysis of Data – Tabulation, Coding, Graphical Representation of Data, Statistical Tools, Mean, Mode, Median, Measures of Standard Deviation.

Unit V

Statistical Techniques & Report Writing: Correlation (product – moment) Karl Pearson's and Rank, Regression Analysis, Skewness, T-test and X^2 - test, Contents of Research Report, Types of Report, Report Format – Research in Decision Making,

References:

<i>C.R. Kothari</i>	<i>Research Methodology</i>	<i>New Age International Publication</i>
<i>Good & Scates</i>	<i>Methods of Research</i>	<i>Appleton-Century-Crofts, 1954</i>
<i>S.P. Gupta</i>	<i>Statistical Method</i>	<i>Sultan Chand & Sons</i>
<i>R. Panneerselvam</i>	<i>Research Methodology</i>	<i>PHI Learnings</i>
<i>Richard I. Levin</i> <i>David S. Rubin</i>	<i>Statistics for Management</i>	<i>Prentice Hall</i>

FMS-105. Communication for Management

Unit I

Nature of Communication: Different Types of Communication like Letters, Memos, Reports, Fax, Email, Presentations, Telephone and Multimedia, Choosing the Means of Communication, Stages in Communication Cycle, Barriers to Communication, Communication Systems.

Unit II

Writing Techniques: Rules of Good Writing, Adaptation and Selection of Words, Masculine Words, Writing with Style – Choosing Words with Right Strength and Vigor, Using a Thesaurus, Writing Effective Sentences, Developing Logical Paragraphs, Overall Tone, Drafting, Editing and Finalizing the Business Letters.

Unit III

Recruitment and Employment Correspondence: Application Letter, Curriculum Vitae, Interview, References, Offer of Employment, Job Description, Letter of Acceptance, Letter of Resignation.

Internal Communications: Memoranda, Reports, Types of Reports, Formal Reports and Informal Reports, Meetings, Documentation.

External Communications: Public Notices, Invitations to Tender Bid, Auction Notices etc.

Report Writing: Planning, Technique of Writing a Report, Characteristics of Business Reports, Common Types of Reports, Purposes of Reports.

Unit IV

Persuasive Messages: Planning the Persuasive Message, Common Types of Persuasive Requests, Principles of Persuasive Communication, Effective Communication and Impact of Information Technology.

Oral Communication: Nature and Significance.

Unit V

Reformulating and Summarizing: What is a Summary? Using Synonyms & Antonyms, Reducing Phrases, Guidelines for Writing Summaries, Business Summaries.

Comprehension: Using a Dictionary, Grammatical Precision (phonetics), Contextual Clues, Guidelines for Comprehension.

References:

<i>Lesikar R. V. and Pettit Jr. J. D.</i>	<i>Business Communication: Theory and Application</i>	<i>Tata McGraw-Hill</i>
<i>Taylor Shinley</i>	<i>Communication for Business</i>	<i>Pearson Education</i>
<i>T. N. Chhabra & BhanuRanjan</i>	<i>Business Communication</i>	<i>Sun India</i>
<i>P.D. Chaturvedi</i>	<i>Business Communication</i>	<i>Pearson Education</i>
<i>Meenakshi Raman</i>	<i>Technical Communication</i>	<i>Oxford University Press</i>

FMS-106. Business Environment

Unit I

Introduction: The Concept, Nature and Significance of Business Environment, Historical Evolution of Modern Business Enterprises, their Structure and Managerial Personnel with Special Reference to India, Salient Features of Capitalism, Socialism and Socialistic Pattern of Society, Concept of Mixed Economy, Emergence of Public Sector and Joint Sector.

Unit II

Socio-Cultural Environment: Social Interests and Values, its Implications for Industrialization and Economic Growth, Ecology and Social Responsibility, Consumerism as an Emerging Environmental Force, Ethics of Business, Social Audit.

Unit III

Industrial Environment: Public Sector Enterprises, Small Scale Industries, Privatization, Industrial Labour, Industrial Sickness, Industrial Policy, Industrial Licensing, Workmen's Compensation Act, 1923.

Unit IV

Economic Environment: Foreign Exchange Management Act, 1969(MRTP Act, 1969 as amended up to date), Fiscal and Monetary Policies, Government – Business Relationship, MNC's, Foreign Trade (Development and Regulation) Act, 1992, New Economic Policy, Protection of Patent and Trade Marks.

Unit V

Technological Environment: Choice of Appropriate Technology, Problems in Selecting Appropriate Technology, Technology Transfer, Phases, Causes and Control of Business Cycles, Problem of Pollution and its Control, Role of Business and Management in Controlling Pollution, Technology Policy, Technology and Plant Level Changes, Restraints in a Technological Growth.

References:

- | | | |
|--|-----------------------------|-------------------------------------|
| <i>K. Aswathappa</i> | <i>Business Environment</i> | <i>HimalayaPublishing
House</i> |
| <i>Francis Cherunilam</i> | <i>Business Environment</i> | <i>HimalayaPublishing
House</i> |
| <i>Chidambaram &
Alagappan</i> | <i>Business Environment</i> | <i>Vikas Publishing House</i> |

FMS-107. Computer Applications

Unit I

Fundamental and Computer Application: Computer Application, Hardware, Software, Languages of Computer, Operating System.

Unit II

MS-Word: File, Edit, Format, Drawing, Tools, Tables, Practicing on Cut-Copy-Paste, Merger, Letter Writing and Page Setup.

Unit III

MS-Excel/Basics: Creating Worksheet, Entering and Editing Text, Numbers and Formulas Cells, Lookup Tables and Auto Fill.

Rearranging Work Sheets: Moving, Copying, Sorting, Inserting, Deleting Cells, Deleting & Parts of Work Shared, Reaction at Formulas to Worksheet Design Changes.

Excel Formatting: Excel Page Setup, Auto Format, Manual Format using Styles, Format Painter, Changing Font Sizes and Attributes, Wrapping Text using Border Buttons and Command.

Working with Graphics: Creating and Placing Graphic Objects, Resizing Positioning Graphic.

Unit IV

Power Point Basics Terminology Colour Scheme: Power Point Templates, Getting Started.

Creating Presentation: Auto Content Wizard, Inserting, Deleting Slides.

Working with Text: Editing and Moving Text, Spell Checking, Finding and Replacing Text, Formatting Text and Aligning Text.

Show Time: Arranging Previewing and Rehearsing Slides, Transition and Build Effects, Deleting Slides, Printing Presentation, Elements Creating, Overhead Transparencies, Sharing Presentation Tiles with other.

Unit V

MS-ACCESS (Data Base Managing System): Preparation of Database Corresponding to Management Practices such as Level Information, Farm-Level Information, Agro-Climatic Zone Information etc.

Creating Database and Tables: Creating Database with and without Wizards, Access Tables Wizard, Field Names, Data Types and Properties, Adding Deleting, Renaming and Moving Fields, Resizing Fields, Primary Key Fields, Indexing Fields.

Forms: The Form Wizard, Saving Modifying Forms, Designing Forms.

Entering and Editing Data: Typing, Adding Records, Undo, Correcting Entries, Global Replacements Moving Records.

Finding Sorting and Displaying Data: Queries and Dynasts, Creating and Using Select Queries, Multiple Search Reformatting Dynasts, Multilevel Sorting, Showing all Records after a Query Cross Tab Queries.

Printing Reports, Forms Letters and Labels: Simple Table, Form and Database Printing, Manual Reporting and Modifying Properties in Reports, Saving Printing, Mailing Labels, Changing Label Design.

Practical:

- A.** Make new files and use of cut, copy, paste & merger.
- B.** Creating and formatting tables using work excel.
- C.** Creating and managing data files of agriculture management system.
- D.** Use of internet for World Wide Web browsing.
- E.** Sending and receiving e-mails through e-mail POP 3 account.
- F.** Creating worksheet and different types of graphs using excel.
- G.** Creating slides and presentation using PowerPoint.
- H.** Study of small and submission of report of the system in terms of suitable system.

References:

<i>P.K. Sinha & P. Sinha</i>	<i>Computer Fundamentals</i>	<i>BPB Publication</i>
<i>Ed Bott & Woody Leonbard</i>	<i>MS-Office 2000</i>	<i>Prentice Hall</i>
<i>Nelson</i>	<i>MS-Office 2000</i>	<i>Tata McGraw-Hill</i>

SEMESTER II

FC-201: Managerial Finance

Unit I

Introduction: Meaning, Objective, Scope of Financial Management, Functions of Finance Manager.

The Finance Function: Concept and Approaches, Financial Planning, Meaning and Steps.

Unit II

Time Value of Money: Concept, Future Value, Present Value, Annuity, Use of Tables, Risk & Return, Basic Concepts of Valuation of Securities.

Unit III

Investment Decision: Capital Budgeting, Meaning and Process, Aspects of Project Appraisal, Techniques of Financial Appraisal, Risk Analysis in Capital Budgeting, EBIT and EPS Analysis.

Unit IV

Financing Decision: Long-term Sources of Finance, Capital Structure, Theories and Decision, Cost of Capital.

Unit V

Dividend Decision: Meaning, Models, Walter Model, Gordon Model, MM Model and Linter's Model, Dividend Policy, Factors affecting Dividend Decision.

References:

<i>Khan M.Y.</i>	<i>Financial Management</i>	<i>Tata McGraw-Hill</i>
<i>Prasanna Chandra</i>	<i>Financial Management</i>	<i>Tata McGraw-Hill</i>
<i>I.M. Pandey</i>	<i>Financial Management</i>	<i>Vikas Publishing House</i>
<i>V.K. Bhalla</i>	<i>Financial Management & Policy</i>	<i>Anmol Publications</i>
<i>Van Horne</i>	<i>Fundamentals of Financial Management</i>	<i>Prentice Hall</i>
<i>Ezra Solomon</i>	<i>The Theory of Financial Management</i>	<i>Columbian University Press</i>
<i>J.D. Agarwal</i>	<i>Reading in Financial Management</i>	<i>Indian Institute of Finance</i>
<i>S.C. Kucchal</i>	<i>Financial Management & Corporate Finance</i>	<i>Discovery Publishing House</i>

FC-202: Managerial Accounting

Unit I

Introduction to Accounting: Management Accounting as an Area of Accounting, Objectives, Nature, Scope of Management Accounting, Management Accounting Vs. Financial Accounting, Management Accounting Vs. Cost Accounting.

Management Accountant: Role, Position and Responsibilities of Management Accountant.

Unit II

Accounting Plan and Responsibility Centers: Meaning, Significance and Objectives of Responsibility Accounting, Pre-requisite of Effective Responsibility Accounting, Problems in Responsibility Accounting.

Responsibility Centers: Cost Centers, Profit Centers and Investment Centers, Objective and Determinants of Responsibility Centers.

Unit III

Budgeting: Definition of Budget, Uses and Limitations of Budget, Essentials of Budgeting, Types of Budget – Functional, Master etc. Fixed and Flexible Budget, Zero-based Budgeting, Various Types of Budgets and their Preparation.

Unit IV

Standard Costing and Marginal Costing: Concept, Standard Costing as a Management Tool, Determination of Standard Cost, Revision of Standard Cost.

Variance Analysis: Material, Labour & Overhead.

Marginal Costing: Significance, Uses and Limitations of Marginal Cost, Application of Marginal Costing, Marginal Costing Vs. Absorption Costing, Cost Volume Profit Analysis.

BEP Analysis: Its Uses and Limitations.

Unit V

Report to Management: Objectives and Benefits of Reporting, Reporting Needs at Different Managerial Levels and Types of reports.

Reference:

<i>M.Y. Khan</i>	<i>Management Accounting</i>	<i>Tata McGraw-Hill</i>
<i>Dr. Jawaharlal</i>	<i>Managerial Accounting</i>	<i>Himalaya Publishing House</i>
<i>V.K. Saxena & C.D. Vasisth</i>	<i>Advance Cost and Management Accounting: Text</i>	<i>Sultan Chand & Sons</i>
<i>Maheshwari & Mittal</i>	<i>Management Accounting</i>	<i>Shree Mahavir Book Depot</i>
<i>I.M. Pandey</i>	<i>Management Accounting</i>	<i>Vikas Publishing House</i>

FC-203: Organization Behaviour

Unit I

Introduction: Concept, Nature of Organizational Behavior, Need on Integrated Approach to Study Behaviour, Significance of Organizational Behavior for Managers.

Unit II

Perception, Learning and Attitude:

Perception: Meaning, Definition, Significance of Perception for Understanding Human Behaviour.

Learning: Nature, Types of Learning, Principles of Learning, Factors in Human Learning.

Attitude: Meaning and Concept of Attitude, Significance of Attitude for Understanding Human Behaviour.

Unit III

Motivation, Personality and Communication:

Motivation: Motivation and Goal Directed Nature of Human Behavior, Concept of Motivation, Importance of Motivation, Theories of Motivation.

Personality: Concept, Factors influencing Personality, Theory of Personality.

Communication: Process, Barriers, How to Make Communication Effective.

Unit IV

Social Behavior: Definition, Properties of a Group, Group & Human Behavior and Why People Join Groups, Types of Groups, Group Cohesiveness.

Unit V

Influencing Human Behavior: Techniques of Influence, Power & Politics, Leadership as an Influence Process, Organizational Change and Organizational Effectiveness.

References:

<i>Stephen P. Robbins</i>	<i>Organizational Behavior</i>	<i>Prentice Hall</i>
<i>Timothy A. Judge</i>		
<i>Fred Luthans</i>	<i>Organizational Behavior</i>	<i>McGraw-Hill</i>
<i>Gregory Moorhead & Ricky Griffin</i>	<i>Organizational Behavior: Managing People and Organizations</i>	<i>Cengage Learning</i>
<i>John W. Newstrom</i>	<i>Organizational Behaviour: Human Behavior at Work</i>	<i>McGraw-Hill</i>
<i>Keith Davis</i>		
<i>Ashwathappa K.</i>	<i>Organizational Behavior (Text, Cases & Game)</i>	<i>Himalaya Publishing House</i>

FC-204: Quantitative Techniques in Management

Unit I

Linear Programming and its Application: Graphic Method and Simplex, Quality Problem, Transportation Problem, Assignment Problem.

Unit II

Decision Theory: Decision Environment, Expected Profit under Certainty, Uncertainty and Risk, Decision Tree, Utility Theory.

Unit III

Probability Theory: Concept, Classical, Relative and Subjective Theory, Binomial, Normal Distribution.

Unit IV

Time Series Analysis: Meaning, Components and Various Methods of Time Series Analysis, Trend Analysis, Least Square Method – Linear and Non-Linear Equation.

Unit V

Network Analysis: Introduction to PERT and CPM, Application of Simulation Technique, Monte-Carlo Approach.

References:

<i>J.D. Agarwal & Sagarika Ghosh</i>	<i>Quantitative Techniques for Financial Analysis</i>	<i>Indian Institute of Finance</i>
<i>T. Lucey</i>	<i>Quantitative Technique and Operation Research</i>	<i>D.P. Publications</i>
<i>N.D.Vora</i>	<i>Quantitative Techniques in Management</i>	<i>Tata McGraw-Hill Education</i>
<i>U.K. Srivastava, G.V. Shenoy & S.C. Sharma</i>	<i>Quantitative Techniques for Managerial Decision</i>	<i>Jain Book Agency</i>
<i>Terry J. Watsman & Keith Parramor</i>	<i>Quantitative Methods in Finance</i>	<i>Cengage Learning</i>
<i>Andrew Vazsonyi & Herbert F. Spierer</i>	<i>Quantitative Analysis for Business</i>	<i>Prentice Hall</i>

FC-205: Legal Aspects for Finance Managers

Unit I

Indian Contract Act, 1872: Definition, Essentials of a Valid Contract, Offer, Acceptance, Free Consent, Consideration, Legality of Object, Capacity to Contract, Discharge of Contract, Consequences of Breach of Contract.

Unit II

Sale of Goods Act, 1930: Definitions, Conditions and Warranties, Transfer of Ownership or Property in Goods, Performance of Contract of Sale, Rights of Unpaid Seller.

Negotiable Instrument Act, 1881: Definition, Types of Negotiable Instrument, Negotiation, Holder and Holder in Due Course, Endorsement and Crossing of Cheque, Presentation of Negotiable Instruments.

Unit III

Indian Companies Act, 1956: Definition and Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Share Capital and Membership, Meetings and Resolutions, Company Management, Liquidation of Companies.

Unit IV

Securities and Exchange Board of India Act, 1992: Definitions, Establishment, Incorporation and Management of Board, Powers and Functions of Board, Penalty and Adjudication.

Unit V

World Trade Organization: Regulatory Framework of WTO, Basic Principles and Charter of WTO, Provisions Relating to Preferential Treatment Developing Countries, Regional Groupings, Technical Standards, Antidumping Duties and other NTBS, Custom Valuation, Dispute Settlement, TRIPs and TRIMs.

References:

<i>M.C.Kucchal</i>	<i>Modern Indian Company Law</i>	<i>Shree Mahavir Book Depot</i>
<i>N.D. Kapoor</i>	<i>Company Law and Secretarial Practice</i>	<i>Sultan Chand & Sons</i>
<i>Avatar Singh</i>	<i>Business law: Principles of Mercantile Law</i>	<i>Eastern Book Company</i>
<i>N.D.Kapoor</i>	<i>Company Law and Secretarial Practice</i>	<i>Sultan Chand & Sons</i>
<i>V.A.Avdhani</i>	<i>SEBI Guidelines and Listing of Companies</i>	<i>Himalaya Publishing House</i>
<i>A. Ramaiya</i>	<i>A Ramaiya's Guide to Companies Act- Cumulative Supplement</i>	<i>Lexis Nexis</i>
<i>M.C. Bhandari</i>	<i>Guide to Company Law Procedure</i>	<i>Lexis Nexis</i>
-----	<i>SEBI Act, 1992</i>	<i>Universal Publication</i>
-----	<i>Companies Act, 1956</i>	<i>Universal Publication</i>

FC-206: Business Policy for Managers

Unit I

Concept of Strategic Management: An Introduction to Strategic Management, Definition, Concept, Class of Decisions, Levels of Strategy, Vision, Mission, Objective and Goals, ETOP, SAP, SBU, Business Reengineering and Business Benchmarking.

Unit II

Strategy Formulation: Corporate and Business Level Strategies, Grand, Stability, Expansion, Retrenchment, Combination Strategies, Turn Around, Liquidation, Generic and Tactics for Business Strategies.

Unit III

Functional Strategies: Personnel and Financial Plan and Policies, Marketing Production/Operation and R&D Plans and Policies.

Unit IV

Strategy Implementation: Issue in Strategy Implementation, Interrelationship between Formulation and Implementation, Aspects of Strategy Implementation and Process, Project and Procedural Implementation.

Unit V

Strategic Evaluation and Control: B.C.G. Growth/Shares Matrix, The GE Nine Cell Planning & Strategic Analysis & Choice, Generic Strategic (i) Generic Strategy Matrix (ii) Bowman's Strategy Clock.

References:

<i>AzharKozami</i>	<i>Busines Policy and Strategic Management</i>	<i>Tata McGraw-Hill Education</i>
<i>P.C. Zain</i>	<i>Strategies Management</i>	
<i>S.B.Budhiraja & M.B.Athreya</i>	<i>Cases in Strategic Management</i>	<i>Tata McGraw-Hill Education</i>
<i>David & R. Fred</i>	<i>Strategies Management</i>	<i>Pearson Education</i>
<i>S.K. Bhattacharya & N Vendataramin</i>	<i>Managing Business Enterprises: Strategies, Structure and System</i>	<i>Vikas Publishing House</i>
<i>R.A. Sharma</i>	<i>Strategic Management in Indian Companies</i>	<i>Oscar Publication</i>

III SEMESTER

FC-301: Financial Statement Analysis

Unit I

Analysis of Financial Statement: Meaning and Definition, Importance of Analysis for Different Parties, Significance and Limitation of Financial Statement Analysis, Types of Analysis, Presentation of Financial Statement.

Unit II

Tools of Financial Statement Analysis: Ratio Analysis – Profitability Ratio, Turnover Ratio, Short Term and Long Term Solvency Ratio, Common Size Statement, Comparative Balance Sheet and Trend Analysis of Business Organization.

Unit III

Funds Flow Statement: Meaning of Fund, Meaning of Finance, Working Capital – Gross and Net, Sources and Uses of Working Capital, Preparation of Schedule of Changes of Working Capital, Funds from Operation, Preparation of Funds Flow Statement with Treatment of Special Items.

Unit IV

Cash Flow Statement: Meaning of Cash Flow Statement, Importance and Limitation of Cash Flow Statement, Various Cash and Non-Cash Transaction, Cash from Operation, Preparation of Cash Flow Statement as per AS-3.

Unit V

Working Capital Analysis: Meaning of Working Capital, Types, Scope and Objectives of Working Capital Management, Factors determining Working Capital Management, Nature of Current Assets and Current Liabilities, Management of Cash, Receivable and Inventory.

References:

<i>Narayanswami</i>	<i>Financial Accounting:A Managerial Perspective</i>	<i>PHI, 2nd Edition</i>
<i>Mukherjee</i>	<i>Financial Accounting for Management</i>	<i>TMH, 1st Edition</i>
<i>Ramchandran & Kakani</i>	<i>Financial Accounting for Management</i>	<i>TMH, 2nd Edition</i>
<i>Ghosh T.P.</i>	<i>Accounting and Finance for Managers</i>	<i>Taxman, 1st Edition</i>
<i>Maheshwari S.N. & Maheshwari S.K.</i>	<i>An Introduction to Accountancy</i>	<i>Vikas, 9th Edition</i>
<i>Ashish K. Bhattacharya</i>	<i>Essentials of Financial Accounting</i>	<i>PHI, New Delhi</i>
<i>Ghosh T.P.</i>	<i>Financial Accounting for Managers</i>	<i>Taxman, 3rd Edition</i>
<i>Maheshwari S.N. & Maheshwari S.K.</i>	<i>A text book of Accounting for Management</i>	<i>Vikas, 1st Edition</i>
<i>Gupta Ambrish</i>	<i>Financial Accounting for Management</i>	<i>Pearson Education, 1st Edition</i>
<i>Chowdhary Anil</i>	<i>Fundamentals of Accounting and Financial Analysis</i>	<i>Pearson Education, 1st Edition</i>

FC-302: Indian Financial System

Unit I

Financial System: An Overview of the Indian Financial System, Definition, Introduction, Significance and its Relationship with Economic Development, The Constituents, Structure and Features of Indian Financial System, Recent Developments.

Unit II

Financial Markets: Concept, Features, Functions, Structure, Types and Role of Financial Markets in Economic Development.

Unit III

Major Indian Financial Institution: IDBI, IFCI, ICICI, IRCI, SFC's and SIDC's: Management, Working, Operations and Performance and Recent Developments, Concept of Universal Banking.

Investment Bankers: UTI, LIC, GIC and Mutual Fund and their Role, Performance and Recent Developments.

Unit IV

New Issue Markets: Nature, Features, Functions, Methods of New Issue.

Secondary Markets: Nature, Features, Functions, Role of Stock Markets, Stock Exchange, OTCIE, NSE, Recent Developments and SEBI Guidelines.

Unit V

Non-banking Financial Institutions: Objectives, Functioning, Regulations and Recent Developments, Role of Commercial Banks in Industrial Finance and RRBs.

References:

<i>M.Y. Khan</i>	<i>Indian Financial System: Theory and Practice</i>	<i>Vikas Publishing House</i>
<i>R.M. Srivastava</i>	<i>Management of Indian Financial Institutions</i>	<i>Himalaya Publishing House</i>
<i>Harbert, E. Dougall & Jack, E. Gaumnitz</i>	<i>Capital Markets</i>	
<i>R.W. Goldsmith</i>	<i>Financial Institutions</i>	

FC-303: Financial Derivatives and Risk Management

Unit I

Derivatives: Meaning, Evolution, Types, Factors Contributing to the Growth of Derivative Markets, Derivatives in a Liberalizing India.

Future Trading: Definition, Legal Definition, Speculation in Future Markets, Short Hedging Vs. Long Hedging.

Unit II

Financial Futures: Nature and Characteristics, Interest Rate Futures, Currency Futures, Stock Index Futures, Need and Scope for Financial Futures in India, The Badla System, Badla Vs. Forward Trading, Alternatives to Badla.

Unit III

Options: Terminology and Methodology of Options Trading, Options Pricing, Comparison of Options and Futures, Economic Functions of Options Trading, Swaps – Currency, Commodity, Equity, Swaps as a String of Futures, Exotic Swaps and Economic Functions of Swap Transactions.

Unit IV

Other Derivatives: Forward Rate Agreement, Range Forwards Swaptions, Commodity Linked Loans and Bonds, Interest only/Principle only, Equity Linked Bonds and Notes, Credit Derivatives, Market Organization, Trading System.

Unit V

Regulatory Framework: Regulatory Framework in India, Regulatory Instruments, Regulation of Forward and Futures Trading, Committees on Forward Markets, SEBI Decisions, Policy Recommendation, Foreign Participation in Indian Future Markets, The Future of Derivatives Internationally.

References:

Prasanna *Financial Derivatives*

Chandra

Prof. P. Vijaya *Derivatives Simplified*

Bhaskar & B Mahapatra

Gupta S.L. *Financial Derivatives*

Vohra N.D. & *Future Options*

Bagri B.R.

Somnath T.V. *Derivatives*

FC-304: Marketing of Financial Services

Unit I

Introduction: Services, Salient Features of Marketing Services, Service Marketing Significance, Concept of Marketing Mix, The Product Mix, The Place Mix, The Price Mix.

Unit II

Bank Marketing: Concept, MIS for Banks, Market Segmentation, Marketing Mix for Banking Services, The Product Mix, The Promotion Mix, The Price Mix and The People.

Unit III

Insurance Marketing: Concept, Market Segmentation, Market Information System, Insurance Product – Product Planning and Development, Marketing Mix for Insurance Organization – The Promotion Mix, The Price Mix, The Place Mix.

Unit IV

Tourism and Hotel Marketing: Tourism, The Concept, Marketing Segmentation for Tourism, Marketing Mix for Tourism – The Product Mix, The Price Mix, The Promotion Mix, The People Mix.

The Hotel: The Concept, Hotel and its Types, Market Segmentation Mix for Hotel, Marketing Mix, Place Mix, Promotion Mix.

Unit V

Consultancy Marketing: The Concept, Rational behind the Consultancy Marketing, Market Segmentation for Consultancy Organization, MIS for Consultancy Organization, Formulation of Marketing Mix for Consultancy Organization – The Place Mix, Promotion Mix, Price Mix, The People Mix.

References:

<i>S.M.Jha</i>	<i>Services Marketing</i>	<i>Himalaya Publishing House</i>
<i>Helen Woodruffe</i>	<i>Services Marketing</i>	<i>Financial Times Pitman Publishing</i>
<i>Ronald T. Rust, Anthony, T.Zahorik Timothy L. Keiningham</i>	<i>Services Marketing</i>	<i>Harper Collins College Publishers</i>
<i>Bidhi Chand</i>	<i>Marketing of Services</i>	<i>Rawat Publications</i>
<i>Govind Apte</i>	<i>Services Marketing</i>	<i>Oxford University Press</i>

FC-305: Investment Management

Unit I

Investment: Introduction, Investment, Speculation, Risks of Investment, Objectives of Security Analysis, Types of Security, Equity, Preference Share, Bond, Government Securities etc., The Stock Market in India.

Unit II

Preference Share and Equity Valuation & Analysis: Introduction, Features of Preference Share, Preference Share Yields, Current Yield, Holding Period Return, Passive Vs. Active Strategy for Equity.

Equity Valuation Models: Present Value Estimation, Price Earning Ratio etc. Analyst's Best Estimate, Intrinsic Value Vs. Market Price.

Bond Valuation: Introduction, Features of Bonds, Types of Bond, Bond Prices, Yields & Interest Rate, Current Yield, Yield to Maturity, Bonds Intrinsic Value, Concept of Duration and Immunization.

Unit III

Fundamental Analysis: Introduction, Significance and Interpretation of the Economic Indicators, The Concept of Industry, Classification of Industries, Key Characteristics of Industry Analysis, Company Analysis, Sources of Information of Industry & Company Analysis.

Technical Analysis: Introduction, Technical Vs. Fundamental Analysis, The Dow's Theory, Charting as Market Indicators.

Efficient Market Theory: Introduction, Forms of Efficient Market Theory, Random Walk Theory, Appraisal of Efficient Market Theory.

Unit IV

CAPM: Capital Assets Pricing Model, Security Market Line, Arbitrage Price Theory.

Portfolio Management: Concept, Portfolio Risk & Return, Diversification.

Portfolio Analysis: Markowitz Model Risk Return Optimization, Sharpe Index Model, Portfolio Beta, Generating Efficiency Frontier.

Unit V

Portfolio Selection & Portfolio Revision: Concept, Techniques, Portfolio Rebalancing & Upgradation, Evaluation Managed Portfolio.

References:

<i>Donald E. Fisher</i>	<i>Security Analysis & Portfolio Management</i>	<i>Prentice Hall</i>
<i>& Ronald J. Jordan</i>		
<i>V.K.Bhalla</i>	<i>Investment Management</i>	<i>S. Chand Publication</i>
<i>V.A.Avdhani</i>	<i>Security Analysis & Portfolio Management</i>	<i>Himalaya Publishing House</i>
<i>Benjamin Graham & David L.F. Dodd</i>	<i>Security Analysis</i>	<i>McGraw-Hill Professional</i>

FC-306: Entrepreneurship and Small Business Management

Unit I

Entrepreneurship: Definition, Concept, Classification, Nature and Importance of Entrepreneurship, Entrepreneurial Environment, Entrepreneurship Vs. Professional Manager, Entrepreneurial Development, Development of Women Entrepreneurship, Problem of Entrepreneurship.

Unit II

Entrepreneurial Development: Environmental Factors affecting Entrepreneurial Development, Entrepreneurial Development Programme and their Evaluation, Role of Government and their policies, Other Institutions in Entrepreneurial Development.

Unit III

Project Management: Introduction, Significance, Definition of the Project, Project Planning, Project Development Cycle, Project Identification and Formulation, Project Report, Identification of Investment, Project Appraisal, Location of an Enterprise and Choice of Organization.

Unit IV

Management of Small Units I: Importance of Small Units and Government Policy relating thereto, Various Specific Issues related to Production, Marketing, Personnel and Financial Management of Small Scale Units.

Unit V

Management of Small Units II: Reservation of Spheres and Concession for Small Units.
Industrial Sickness and Small Units: Causes, Prevention and Remedies.

References:

<i>Couger, C.</i>	<i>Creativity and Innovation</i>	<i>IPP, 1999</i>
<i>Nina Jacob</i>	<i>Creativity in Organizations</i>	<i>Wheeler, 1998</i>
<i>Jonne & Ceserani</i>	<i>Innovation & Creativity</i>	<i>Crest, 2001</i>
<i>Bridge S. et al</i>	<i>Understanding Enterprise: Entrepreneurship And Small Business</i>	<i>Palgrave, 2003</i>
<i>Holt</i>	<i>Entrepreneurship: New Venture Creation</i>	<i>PrenticeHall, 1998</i>
<i>Hunger J.D. and Wheelen T.L.</i>	<i>Strategic Management</i>	<i>Addison Wesley, 1999</i>
<i>Dollinger M.J.</i>	<i>Entrepreneurship</i>	<i>Prentice Hall, 1999</i>

IV SEMESTER

FC-401: Corporate Restructuring

Unit I

Introduction: Meaning, Need, Scope and Modes of Corporate Restructuring viz. Expansion, Downsizing and Restructuring, Objectives & Significance of Corporate Restructuring.

Unit II

Amalgamation, Absorption and Merger: Meaning and Concept of Amalgamation, Absorption and Merger, Amalgamation Vs. Absorption, Accounting effect of Amalgamation and Merger, Cross Border Merger and Acquisition, Demerger & Reverse Merger.

Unit III

Takeover: Meaning and Concept, Types of Takeovers, Legal Aspects – SEBI Takeover Regulations, Payment of Consideration, Bail Out Takeovers, Takeover of Sick Units.

Unit IV

Funding of Merger and Takeover: Financial Alternatives, Merits and Demerits, Funding through Various Types of Financial Instruments including Equity and Preference Shares, Debentures, Funding through Financial Institutions and Banks.

Unit V

Financial Restructuring and Post Merger Reorganization: Reduction of Capital, Buy Back of Shares – Concept and Necessity, Procedure for Buy – Back of Shares by Listed and Unlisted Companies.

References:

<i>K.R. Chandratre</i>	<i>Corporate Restructuring</i>	<i>Bharat Law House</i>
<i>L.M. Sharma</i>	<i>Amalgamation, Mergers, Takeovers, Acquisitions – Principles, Practices & Regulatory Framework</i>	<i>Company Law Journal</i>
<i>J.C. Verma</i>	<i>Corporate Mergers, Amalgamations & Takeovers</i>	<i>Bharat Publishing House</i>
<i>N.L. Bhatia, Jagruti Sampat</i>	<i>Takeover Games and SEBI Takeover Regulations</i>	<i>Taxmann Publications</i>
<i>S. Shiva Ramu</i>	<i>Corporate Growth through Mergers & Acquisitions</i>	<i>Response Books</i>
<i>V.S. Ramaswami & S. Nama Kumari</i>	<i>Strategic Planning Formulation of Corporate Strategy</i>	<i>Macmillan India Publication</i>

FC-402: Business Valuation

Unit I

Introduction: Meaning of Valuation, Principles of Valuation, Role of Valuation and Different Techniques of Valuation.

Unit II

Valuation Models: Meaning of Model, Discounted Cash Flow Valuation, Free Cash Flow Valuation & Contingent Claim Valuation.

Unit III

Valuation Methods: Business Strategy, Strengths and Weaknesses of Valuation Methods, Concepts and Approaches of Merger and Acquisition, Takeover and Business Combination.

Unit IV

Value Analysis: Meaning, Integration Approach and Process, Exit Strategy, Shareholder Value Analysis, Exchange Ratio Analysis for Consumption, MM Hypothesis.

Unit V

Intellectual Property: Meaning, Definition and Concept of Intellectual Property, Valuation of Inventories, Investments, Brands, Patents and Real Estates.

FC-403: Investment Banking and Financial Modeling

Unit I

Introduction: The concept of Investment Banking, History of Investment Banking, Role of Investment Bankers, Organizational Structure of an Investment Bank, Evolution of Investment Banking in India.

Unit II

Comparable Company Analysis: Introduction, Selection of the Universe of Comparable Companies, Locating the Necessary Financial Information, Calculation of Key Trading Multiples, Benchmarking the Comparable Companies, Determining Valuation.

Unit III

Precedent Transaction Analysis: Introduction, Selection of the Universe of Comparable Acquisitions, Locating the Necessary Deal-Related and Financial Information, Calculation of Key Transaction Multiples, Benchmarking the Comparable Acquisitions, Determining Valuation.

Unit IV

Discounted Cash Flow Analysis: Study the Target and Determine Key Performance Drivers, Project Free Cash Flow, Calculate Weighted Average Cost of Capital, Determining Terminal Value, Calculation of Present Value and Determine Valuation.

Unit V

Leverage Buyouts: Meaning and Concept of LBOs, Key Participants, Characteristics of a Strong LBO Candidate, Economics of LBOs, LBO Financing.

References:

Joshua Rosenbaum & Joshua Pearl	:	Investment Banking
Naliniprava Tripathi	:	Investment Banking
Tapan Jindal	:	Investment Banking
Pratap Giri, S.	:	Investment Banking

FC-404: Project Management and Finance

Unit I

Project Planning: Generation and Screening of Projects Ideas, Monitoring the Environment, Corporate Appraisal, Preliminary Screening, Sources of Positive Net Present Value, Project Life Cycle.

Unit II

Project Analysis:Market Demand and Situational Analysis, Demand Forecasting.

Technical analysis: Location and Site, Project Charts and Layouts.

Financial Analysis: Cost of Project, Means of Finance, Cost of Production, Working Capital Requirement and its Financing.

Unit III

Analysis of Project Risk:Types and Measures of Project Risk, Identification of Critical Sources of Risk, Sensitivity Analysis, Scenario Analysis, Decision-tree Analysis, Selection of a Project Methods.

Unit IV

Project Appraisal: Relevance of Cost of Capital, Appraisal Critical – NPV, Benefit Cost Ratio, IRR, Critical Evaluation, Social Cost Benefit Analysis – Rationale.

Unit V

Project Implementation & Review: Project Management, Forms of Project Organization, Project Control and Project Review – Performance Evaluation.

References:

<i>V.K. Bhalla</i>	<i>Modern Working Capital Management</i>	<i>Anmol Publications</i>
<i>V.K. Bhalla</i>	<i>Working Capital Management: Text and Cases</i>	<i>Anmol Publications</i>
<i>P.C.K. Rao</i>	<i>Project Management & Control</i>	<i>Sultan Chand & Sons</i>
<i>PrasanaChandra</i>	<i>Project: Preparation, Appraisal, Budgeting and Implementation</i>	<i>Tata McGra-Hill</i>
<i>G.K.Ahooja & RaviGupta</i>	<i>Systematic Approach to Income Tax</i>	<i>Bharat Law House</i>

FC-405: Multinational Financial Management

Unit I

International Financial Management: Importance, Nature and Scope of IFM, Role of World Bank.

Unit II

Foreign Exchange Market: Distinctive Features, Major Participants, Spot Market, Forward Market, Currency Futures and Currency Forward Contract.

Unit III

Foreign Exchange Exposure Management: Euro Issue Vs. Euro Dollar, Need for Exchange Rate Forecasts, Techniques of Forecasting, Nature and Measurement of Foreign Exchange Exposure, Management of Foreign Exchange Exposure.

Unit IV

International Investment Decision: Theories of Foreign Direct Investments, International Capital Budgeting – Computation of Cash Flow, Cost of Capital, Sensitivity Analysis.

Unit V

International Financing Decision: Overview of International Financial Market, International Financial Market Instruments – Equities, Bond etc., Financial Swaps, Interest Rate Swap, Currency Swap, Equity Swap.

References:

<i>Maurice D. Levi</i>	<i>International Finance</i>	<i>Routledge, Taylor & Francis Group</i>
<i>V.A.Avadhani</i>	<i>International Finance: Theory and Practice</i>	<i>Himalaya Publishing House</i>
<i>P.K. Jain, J. Peyrard</i>	<i>International Financial Management</i>	<i>Macmillan India Publication</i>
<i>Surendra S. Yadav</i>		
<i>V.K.Bhalla</i>	<i>International Financial Management</i>	<i>AnmolPublications</i>

FC-406: Management of Financial Institution and Services

Unit I

Concept: Introduction to Financial Services and their Relevance in the New Economic Order, Types, Scope and Significance of Financial Services, Innovations and Recent Developments in the Field of Financial Services in India.

Unit II

Lease Financing: Leasing, Concepts and Types, their Legal, Taxing and Accounting Aspects, Financial Evaluation of Lease Structuring, Qualitative Factors in Lease Decisions, Lease Agreements, Imports and Cross Border Leasing, Hire Purchase Agreements – Types, Difference between Hire Purchase and Lease, Flat and Effective Rates of Interests, Regulation of Leasing Services.

Unit III

Credit Rating: Concept, Agencies of Credit Rating – CRISIL, ICRA, FITCH and CARE, Factoring Services – Factoring Services in India, Types and its Relevance, Regulation of Factoring and Credit Rating Services.

Unit IV

Commercial Paper Market in India: Growth and Prospects in India, Merchant Banking – Merchant Banking in India, Emerging Trend and Present Scenario, Regulation of Merchant Banking Services.

Unit V

Miscellaneous Financial Services: Mutual Funds – Types of Mutual Funds, Performance and Prospectus of Mutual Funds, Venture Capital – Concept, Significance and its Relevance, Regulation of Mutual Funds and Venture Capital Funds.

References:

<i>Prof. M.Y. Khan</i>	<i>Financial Services</i>	<i>Tata McGraw-Hill Education</i>
<i>Dr. Bharti V. Pathak</i>	<i>Indian Financial System</i>	<i>Pearson Education</i>
<i>Prof. Natrajan</i>	<i>Immergence of Financial Services in India</i>	
<i>Vasant Desai</i>	<i>Indian Financial System</i>	