Master of Business Administration
(Financial Management)
MBA(FM)

Course & Syllabus

Master of Business Administration (Financial Management)
MBA(FM)

I-Semester			**Credit**	**Sessional**	**Written**	**Full Marks**
MFM	411	Management Concepts and Organisational Behaviour	3	30	70	100
MFM	412	Financial Accounting	3	30	70	100
MFM	413	Quantitative Techniques	3	30	70	100
MFM	414	Managerial Economics	3	30	70	100
MFM	415	Marketing Management	3	30	70	100
MFM	416	Financial System in India	3	30	70	100
MFM	417	Business Environment	3	30	70	100
		Credit of 1st Semester	**21**			
II-Semester						
MFM	421	Computer Application in Business	3			
MFM	422	Project Management and Entrepreneurship	3	30	70	100
MFM	423	Business Finance	3	30	70	100
MFM	424	Funds Management in Banking and Insurance Sectors	3	30	70	100
MFM	425	Securities Market Operations	3	30	70	100
MFM	426	Operations Research	3	30	70	100
		Credit of 2nd Semester	**18**			
III -Semester						
MFM	511	Managerial Accounting	3			
MFM	512	Financial Decision Making	3	30	70	100
MFM	513	Business Policy and Strategic Financial Management	3	30	70	100
MFM	514	E-Commerce	3	30	70	100
MFM	515	Derivatives and Risk Management	3	30	70	100
MFM	516	Management Information System	3	30	70	100
MFM	517	Summer Training Report	6			100
		Credit of 3rd Semester	**24**			
IV -Semester						
MFM	521	Corporate Tax Planning and Management	3	30	70	100
MFM	522	Management Control System	3	30	70	100
MFM	523	Working Capital Management	3	30	70	100
MFM	524	Security Analysis and Portfolio Management	3	30	70	100
MFM	525	Financial Services	3	30	70	100
MFM	526	International Financial Management	3	30	70	100
MFM	527	Project Report	6			100
MFM	528	Comprehensive Viva-Voce	2			100
		Credit of 4th Semester	**26**			

Detailed Syllabus

MFM 411: Management Concepts and Organisational Behaviour

UNIT-I : Managerial Functions : Planning-Concept, Significance and Types; Organizing-Concept and Types of Organization; Authority; Responsibility; Power- Delegation and Decentralization; Staffing-Recruitment, Selection and Training; Directing; Coordinating; Control-Nature and Process.

UNIT-II : Individual Diemensions of Organisational Behaviour : Nature of Human Behaviour; Models of Organisational Behaviour; A Brief Discussion of Attitudes, Perception, Learning, Personality and Transactional Analysis.

UNIT-III : Motivation and Group Dynamics : Concept, Process and Significance; Theories of Motivation-Need Hierarchy Theory, Theory X and Theory Y, Two Factor Theory, Alderfer's ERG Theory, Ouchi's Theory Z and Victor Vroom's Expectancy Theory; Group Dynamics –Definition and Importance, Types of Groups, Formal vs. Informal Groups and Influencing Informal Groups; Quality Circle.

UNIT-IV : Leadership and Organizational Conflict : Leadership - Concept, Significance and Styles; Leadership Theories-Trait Theory, Behavioural Theory, Fiedler's Contingency Theory, Harsey and Blanchard's Situational Theory, Managerial Grid and Likert's Four Systems of Leadership. Organizational Conflict-Concept, Levels, and Types of Conflict, Traditional and Modern Approaches to Conflict, Functional and Dysfunctional Organizational Conflicts and Resolution of Conflict.

UNIT-V : Organisational Development : Meaning and Process of Organisational Development; Organisational Development Interventions; Organisational Effectiveness-Concept and Approaches; Management of Change-Meaning, Factors Influencing the Change, Causes of Resistance to Change, Overcoming Resistance to Change and Change Agents.

References :

1. Griffin, Ricky W : Organisational Behaviour, Houghton Mifflin Co., Boston.
2. Hellreigel Don John W. Slocum, Jr., and Richard W. Woodman : Organizational Behaviour, South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson : Management of Organisational Behaviour : Utilising Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheeol T. Matheson : Organisational Behaviour and Management, Business Publication Inc., Texas.
5. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich : Essentials of Management, Tata McGraw-Hill, New Delhi.
6. Luthans, Fred : Organizational Behaviour, McGraw-Hill, New York.
7. Newstrm, John W. and Keith Davis : Organizational Behaviour : Human Behaviour at Work, Tata McGraw-Hill, New Delhi.
8. Robbins, Stephen P, and Mary Coulter : Management, Prentice Hall, New Delhi.
9. Robbins, Stephen P : Organizational Behaviour, Prentice Hall, New Delhi.
10. Steers, Richard M. and J. Stewart Black : Organizational Behaviour, Harper Collins College Publishers, New York.
11. Rao, V.S.P.; and Narayana, P.S.; Organisation Theory and Behaviour, Konark Publishers Pvt. Ltd., Delhi.
12. Prasad, L.M.; Organisational and Behaviour, Sultan Chand and Sons, New Delhi.

MFM 412: Financial Accounting

UNIT I : Introduction : Basic Principles of Accounting – Recording, Classifying and Summarising Business Transactions; Bank Reconciliation Statement; Preparation of Financial Statements of Proprietary and Partnership Firms.

UNIT II : Company Accounts - I : Accounting for Issue of Shares; Issue and Redemption of Debentures; Redemption of Preference Shares.

UNIT III : Company Accounts - II : Special Features of Company's Financial Statements; Preparation of Financial Statements of Companies as per the Provisions of Companies Act, 1956.

UNIT IV : Goodwill and Shares : Concept and Methods of Valuation of Goodwill; Concept, Need and Methods of Valuation of Shares.

UNIT V : Emerging Areas of Accounting and Accounting for Corporate Restructuring; An overview : Impact of Inflation on Financial Statements; Methods of Inflation Accounting; Value Added Statement; Human Resource Accounting; Environmental Accounting; Amalgamations, Absorption and Reconstruction of Companies (Theoretical Details only).

References :

1. Sehgal Ashok, Sehgal Deepak : Advanced Accounting, Taxman Allied Services (P) Ltd., New Delhi
2. Jain S.P., Narang K.L. : Advanced Accountancy, Kalyani Publishers, Ludhiana.
3. Shukla M.C., Grewal T.S. : Advanced Accounts, S. Chand & Company Ltd., New Delhi.
4. Gupta R.L., M. Radhaswamy : Advanced Accountancy, Sultan Chand & Sons, New Delhi.
5. Tulsian : Financial Accounting, Tata McGraw-Hill, New Delhi.

MFM 413: Quantitative Techniques

UNIT -I : Set Operations : Laws of Set Operations; Cartesion Product of two Sets; Business Application of Arithematic Progression and Geometric Progression; Addition, Substraction and Multiplications of Matrices; Inverse of Matrix; Solution of Linear Simultaneous Equations with the help of Matrices.

UNIT -II : Mathematical Applications in Business : Functions used in Business and Shapes of their Curves; Limits and Differentiation of Single Variable (Excluding Trignometric Functions); Simple Problems of Maxima and Minima for Functions of one Variable; Elementary Problems on Integration of Single Variable (Excluding Trignometric Functions).

UNIT-III : **Measures of Central Tendency and Dispersion** : Computation and Business Application of Mean, Median, Mode and Standard Deviation; Co-efficient of Variation; Correlation, Regression and Analysis of Time Series.

UNIT-IV : Probability : Addition and Multiplication Theorems; Bayes Theorem (Simple Problems); Binomial, Poisson and Normal Distributions.

UNIT-V : Theory of Sampling : Tests of Significance for Large and Small Samples - T-Test, F-Test and Chi-Square Test.

Reference :

1. Gupta S.P., Statistical Methods , Sultan Chand & Sons, New Delhi.
2. Patri Digamber, Statistical Methods, Kalyani Publishers, New Delhi.
3. Gupta B.N., Statistical Methods, Sahitya Bhawan, Agra.
4. Agrawal S.L, Business Statistics, Kalyani Publishers, New Delhi.
5. Bhardwaj S.L. & Agrawal S.P., Business Statistics, Kalyani Publishers, New Delhi.
6. Sancheti D.C., Kapoor V.K. and Mehta P.L., Business Methods, Sultan Chand & Sons, New Delhi
7. Singh D.N. and Agrawal S.P., Business Mathematics, Mishra Trading Corporation, Varanasi.
8. Patri Digamber and Patri D. N. , Business Mathematics, Kalyani Publishers, New Delhi.

MFM 414: Managerial Economics

UNIT -I : Introduction : Definition, Nature and Scope of Managerial Economics; Traditional Economics vs. Managerial Economics; Managerial Economist's Role and Responsibilities; Fundamental Economic Concepts-Incremental Principle, Opportunity Cost Principle, Discounting Principle and Equi-Marginal Principle.

UNIT-II : Demand Analysis and Consumer Choice : Law and Determinants of Demand; Elasticity of Demand; Using Elasticity in Managerial Decisions; Cardinal Utility and Indifference Approach to Consumer's Choice; Demand Forecasting Techniques for Established and New Products.

UNIT-III : Product and Cost Analysis : Production Function; Law of Variable Proportions; Law of Returns to Scale; Iso-Product Curves; Concept and Classification of Costs; Behaviour of Cost in Short - run and in Long - run.

UNIT-IV : Market Structure and Pricing : Concept of Market; Market Competitive Situations-Perfect Competition, Monopoly and Imperfect Competition; Pricing Under Different Competitive Situations; Price Discrimination.

UNIT-V : Profit Policies and Planning : Profit-Concept and Measurement; Profit Policy; Rationale for Profit Restraints; Profit Planning – CVP Analysis – Applications of CVP Analysis in Managerial Decisions (Attainment of Profit Targets, Management of Change in Price and Variable Cost, Product Mix, Capacity Expansion and Make/Buy).

References :

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

MFM 415: Marketing Management

UNIT-I : Marketing Framework : Concept, Scope and Importance of Marketing; Different Marketing Concepts; Marketing Mix; Strategic Marketing Planning-An Overview; Marketing Environment – Macro and Micro Components and their Impact on Marketing Decisions; Market Segmentation; Buyer Behaviour – Concept, Types, Motives and Decision Making Process.

UNIT-II : Product and Pricing Decisions : Concept and Classification of Products; Product Line and Product Mix; Branding, Packaging and Labeling; Product Life Cycle; New Product Planning and Development; Consumer Adoption Process; Factors Affecting Price Determination; Pricing Policies and Strategies.

UNIT-III : Distribution and Promotion Decisions : Concept, Functions and Flows; Channel Design Decisions; Channel Management Decisions; Channel Dynamics; Market Logistics; Retailing and Wholesaling; Communication Process; Promotion Mix-Advertising, Personal Selling and Sales Promotion etc.; Public Relations; Direct Marketing; Managing Sales Force.

UNIT-IV : Marketing Research, Organisation and Control: Concept and Scope of Marketing Research; Marketing Research Process; Different Aspects of Marketing Organisation; Marketing Control.

UNIT-V : Issues and Development in Marketing : Marketing of Services; International Marketing; Relationship Marketing; Financial Services Marketing – Concept and Features; Financial Services Marketing Environment and Financial Services Marketing Mix; Social, Ethical and Legal Aspects of Marketing.

References **:**

1. Kotler, Philip and Gary Armstrong : Principles of Marketing, Prentice Hall, New Delhi.
2. Kotler, Philip : Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
3. Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.
4. Mc Carthy, E. Jenome and William D Perreault Jr : Basic Marketing - Managerial Approach, Richard D, Irw'n, Homewood, Illinois,
5. Ramaswamy, V.S. and Namakumari, S : Marketing Management, Macmillan India, New Delhi.
6. Srinivasan, R : Case Studies in Marketing : The Indian Context, prentice Hall, New Delhi.
7. Stanton, William J., and Charles Futrell : Fundamentals of Marketing : McGraw Hill Publishing Co., New York.
8. Still, Richard R., Edward W., Cundiff and Norman A.P., Sales Management : Decisions, Strategies and Cases, Prentice Hall, New Delhi.

MFM 416: Financial System in India

UNIT-I : Introduction : Concept of Financial System; Economic Development and Financial System; Growth of Indian Financial System – Pre-1951 Scenario, 1951 to Mid-Eighties, Post Mid-Eighties and Present Position.

UNIT-II : Money Market : Emerging Structure of Indian Money Market; Instruments of Money Market; Money Market Mutual Funds – An Overview and RBI's Regulatory Guidelines; Guilt – Edged (Govt.) Securities Market-An Overview; Commercial Banks – Role in Industrial Finance and Working Capital Finance.

UNIT-III : Capital Market : Concept; Structure and Functions of Capital Market; Primary Market – Concept, Instruments of Issue and Methods of Floatation; Secondary Market – Concept, Market Players, Trading System and Settlement.

UNIT-IV : Regulatory Framework : Company Law Regulations – Share Capital and Issue of Shares, Prospectus and its Form; Securities Contract (Regulation) Act-Stipulations Relating to Constitution of Recognised Stock Exchanges and Listing of Securities; Securities and Exchange Board of India (SEBI) – Introduction and an Overview of its Powers and Functions.

UNIT-V : Institutional Structure : Development Banks - IFCI, ICICI, SFCs and IDBI; Investment Institution – UTI and Other Mutual Funds; Insurance Organisations – Life Insurance Corporation of India and General Insurance Corporation of India.

References :

1. Avdhani : Investment and Securities markets in India, Himalaya Publications, Delhi.
2. Bhole, L. M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. Ghosh, D : Banking Policy in India, Allied Publications, Delhi.
4. Giddy, I.H. : Global Financial Markets, A.I.T.B.S., Delhi.
5. Khan, M.Y. : Indian Financial System, Tata McGraw Hill, Delhi.
6. Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
7. Varshney, P.N. : Indian Financial System, Sultan Chand & Sons, New Delhi.
8. Averbach, Robert D : Money, Banking and Financial Markets; Macmillan, London.
9. Srivastava R.M. : Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
10. Verma JC : Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.

MFM 417: Business Environment

UNIT–I : Introduction : Concept, Nature and Signification of Business Environment; Economic Systems-Salient Feature, Relative Merits and Demerits of Capitalism, Socialism and Mixed Economy; A Brief Profile of Indian Financial System - Financial Markets, Financial Intermediaries and SEBI.

UNIT-II : Political and Legal Environment : Constitution of India-Preamble, Features, Fundamental Rights, Directive Principles and Union - State Relations; Business Pressure Groups – Concept and Importance; CII, FICCI; MRTP Act 1969, FEMA, Consumer Protection Act 1986, Intellectual Property Act.

UNIT-III : Economic Environment : A Profile of Public Sector, Private Sector, Joint Sector and Co-operative Sector in India; Five year Plans - Aims, Objectives, Development Strategy, Outlay and Financial Resources; Progress Under the Plan – Evaluation and Causes Responsible for Slow Growth; Industrial Policy, Economic Policy, Monetary Policy, Fiscal Policy, Export-Import Policy and Balance of Payment; Special Economic Zones (SEZs); Small Scale Industry; Village and Cottage Industry; Industrial Sickness; Regional Imbalance; Inflation; Parallel Economy; Privatization; Devaluation of Rupee and Disinvestments.

UNIT –IV : Socio-Cultural Environment : Nature of Indian Society and Ethos; Social Interest, Institutions and Values Vis-a-vis Industrial Development; Responsibility of Business-Rationale, Scope, Responsibility Towards Self, Owners, Creditors, Depositors and Employees, Business Ethics-Meaning, Assumptions, Features, Principles, Need and Importance; Standards Consumerism; Social Audit-Definition, Characteristics, Importance, Scope, Audit Process and Social Audit in India.

UNIT–V : International Environment : Globalization-Concept, Merits, Demerits, and Interdependency; India's International Trade; MNCs-Meaning; Characteristics; Merits and Demerits; Multinational and Govt. Policy; Foreign Capital Inflows-Concept, Merits, Demerits and Present Trend; Collaborations and Agreements-Bilateral, Multilateral; Multi Agreement on Investment (MAI) and Memorandum of Understandings (MOUs); International Economic Institutions – GATT, WTO, UNCTAD, World Bank, IMF; Transfer of Technology; Technology Policy.

References :

1. Adhikary M : Economic Environment of business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia, I.J. : Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K : Indian Development Planning and Policy, Vikas Publishing House, New Delhi.
4. Aswathappa, K : Legal Environment of Business, Himalaya Publication, Delhi.
5. Chakravarty, S : Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath : Economic Environment of Business, Vikas Publishing Housing, New Delhi.
7. Govt. of India : Economic Survey, various issues.
8. Raj Agrawal and Parag Diwan, Business Environment ; Excel Books, New Delhi.
9. Ramaswamy, V.S. and Nama Kumari : Strategic Planning for Corporate Success, Macmillan, New Delhi.
10. Sengupta, N.K : Government and Business in India, Vikas Publishing House, New Delhi.

MFM 421 : Computer Application in Business

UNIT-I : Computer Fundamentals : Meaning and Characteristics; Computer Generations; Classification of Computers; Organisation of Computer; Input and Output Devices; Storage Devices; PC as a Virtual Office.

UNIT-II : Information Technology : Meaning and Components; Basic Idea of Different Types of Networks; Internet-a Global Network; E-Mail; Common Protocol Used in Internet; Concept of World Wide Web and Internet Browsing; Internet Security; Application of Internet in Business.

UNIT-III : Operating Systems and Word Processing : Concepts; Basic Idea of DOS, WINDOWS and Unix; Introduction and Working with MS-Word in MS-Office; MS-Excel; MS-Power Point-Basic Commands, Formatting Text and Documents; Working with Graphics and Creating Presentation the Easy Way.

UNIT-IV : Introduction to Accounting Packages : Preparation of Vouchers, Invoice and Salary Statements; Maintenance of Inventory Records, Maintenance of Accounting Books and Final Accounts; Financial Reports Generation.

UNIT-V : Database Management System : Traditional File Management; Processing Techniques; Limitation of File Management Systems; Meaning and Features of DBMS; Components of DBMS; Architecture of DBMS; Functioning of DBMS.

References :

1. Date, C.J. : An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila S : Microsoft office, Professional for Windows 95 ; Instant Reference ; BPB Publication, Delhi.
3. Mansfield, Ron : The Compact Guide to Microsoft office; BPB Publication, Delhi.
4. Norton, Peter : Working with IBM-PC, BPB Publication, Delhi.
5. O'Brian, J. A. : Management Information Systems, Tata McGraw Hill, New Delhi.
6. Ullman, J.O. : Principles of Database Systems, Galgotia Publications, New Delhi.

MFM 422: Project Management and Entrepreneurship

UNIT-I : Introduction : Concept of Project Management; Project and Capital Budgeting; Objectives and Phases of Capital Budgeting; Resource Allocation; Generation and Screening of Project Idea; Environmental Appraisal and Clearance; Forms of Project Organization.

UNIT-II : Market and Technical Analysis of Project : Market and Demand Analysis for New Ventures; Information Required for Market and Demand Analysis; Sources of Information; Market Survey; Demand Forecasting; Uncertainties in Demand Forecasting; Technical Analysis-Material and Inputs; Production Technology and Product-Mix; Plant Capacity; Location Site; Project Charts and Layouts.

UNIT-III : Financial Estimates and Projections : Cost of Project; Means of Financing; Cost of Production; Working Capital Requirement; Planning and Capital Structure of a New Project; Financial Projections-Projected Balance Sheet, Projected Sources and Uses of Funds Statement; Projected Cash Flow Statement and Projected Income Statement - Estimation of Sales and Costs.

UNIT–IV : Financial Appraisal of Projects : Components of Cash Flow; Basic Principles of Cash Flow Estimation; Viewing a Project from Different Points of View; Appraisal Criteria - Pay Back Period, Accounting Rate of Return, NPV, IRR and Benefit-Cost Ratio; Rationale for Social Cost- Benefit Analysis; Project Implementation.

UNIT–V : Entrepreneurship and Entrepreneur : Nature, Types, Functions and Characteristics of Entrepreneur; Theories of Entrepreneurship, Entrepreneur and Manager; Sources and Supply of Entrepreneurship.

References :

1. Bryce, M.C. : Industrial Development, McGraw Hill (Int. ED.) New York.
2. Chandra, Prasanna : Project Preparation, Appraisal and implementation, Tata McGraw Hill, Delhi.
3. IDBI : Manual of Industrial Project Analysis in Developing Countries.
4. O.E.C.D. : (i) Manual for Preparation of Industrial Feasibility Studies. (ii) Guide to Practical Project Appraisal.
5. Pitale, R.L. : Project Appraisal Techniques, Oxford and IBH.
6. Planning Commission : Manual for Preparation of Feasibility Report.
7. Timothy, D.R. and W.R. Sewell : Project Appraisal and Review, Macmillan, India.
8. Chaudhary, S. : Project Management, Tata McGraw Hill, New Delhi.
9. Little I.M.D. and Mirrless JA : Project Appraisal and Planning for Developing Countries, Heinemann Education Books, London.

MFM 423: Business Finance

UNIT–I : Introduction : Business Finance Defined-Traditional and Modern Views; Scope and Functions of Finance; Finance Function vs. Accounting Function; Objectives of Financial Management-Profit Maximisation vs. Wealth Maximisation.

UNIT–II : Financial Planning : Concept of Financial Planning; Process of Financial Planning; Characteristics of Sound Financial Plans; Factors Affecting Financial Plan.

UNIT–III : Capitalisation and Capital Structure : Concept, Nature and Scope of Capitalisation; Earnings Theory and Cost Theory of Capitalisation; Over-Capitalisation; Under-Capitalisation; Capital Structure Theories and Factors Determining Capital Structure.

UNIT–IV : Financial Forecasting and Time Value of Money : Concept of Financial Forecasting; Sales Forecast; Income Forecast; Financial Position Forecast; Forecasting for Growth and External Funds Requirements; Time Value of Money-Discounting and Compounding.

UNIT–V : Pattern of Capital Requirements : Long-Term and Medium-Term Financing – Purpose, Sources and Instruments; Short-Term Financing-Purpose, Sources and Instruments.

References :

1. Brealey, Richard A and Steward C. Myers : Corporate Finance, McGraw Hill, Int.Ed., New York.
2. Chandra, Prasanna : Financial management, Tata Mc Graw Hill, Delhi.
3. Hampton, John : Financial Decision Making, Prentice Hall, Delhi.
4. Pandey, I.M. : Financial Management, Vikas Publishing House, Delhi.
5. Van Horne, J.C. and J.M. Wachowicz Jr. : Fundamentals of Financial Management, Prentice-Hall, Delhi.
6. Van Horne, James C Financial Management ; Harper and Row, New York.
7. Pinches, George E : Essentials of Financial Management ; Harper and Row, New York.
8. Khan MY, Jain PK : Financial Management ; Tata McGraw Hill, New Delhi.
9. Archer, Stephen, H., Chate G Marc, Racette, George; Financial management ; John Wiley, New York.
10. Block, Stanley B, Geoffrey A Hilt : Foundations of Financial Management ; Richard D. Irwin, Homewood.

MFM 424: Funds Management in Banking and Insurance Sectors

UNIT-I : Capital Fund and Liquidity Management in Commercial Banks : Theories of Liquidity Management; Priorities in the Employment of Bank Funds; Problems in Resource Allocation in India; Meaning and Functions of Capital Funds; Standard to Measure Capital Adequacy; Capital Adequacy – Present Position in India.

UNIT-II : Management of Primary and Secondary Reserves in Commercial Banks : Nature and Purpose of Primary Reserves; Legal Reserves – Nature and Functions; Working Reserves – Nature and Functions; Cash Management in Commercial Banks; Nature and Function of Secondary Reserves; Factors Influencing Secondary Reserves; Estimation and Management of Secondary Reserves.

UNIT-III : Management of Bank Deposits and Loans: Concept of Bank Marketing; Marketing Approach to Deposit Mobilisation; Marketing Strategies for Banks – Opportunity Analysis, Target Market and Competitive Positioning; Implementing Marketing Strategy; Characteristics of Commercial Loans; Loan Policy; Evaluating Loan Application – Credit Information, Credit Analysis and Credit Decision; Priority Sector Lending Policies in India.

UNIT-IV : Risk and Insurance and Fund Mobilisation in Insurance Business : Principles of Insurance and Insurance Contracts; Risk Identification and Risk Evaluation; Risk Management Techniques; Types of Insurance – Personal Life Insurance, Health Insurance, General Commercial Insurance – Fire, Motor, Aviation, Engineering, Agriculture and Marine; Regulation of Insurance and IRDA; Domestice Economy and Insurance; Role of Insurance in Commerce and Trade; Economics of Insurance Business – Value Chain Analysis; Insurance Fund Mobilisation; Globalisation of Insurance Business and Fund Mobilisation.

UNIT-V : Actuarial Principles and Re-insurance: Actuarial Principles and Practices; Demography Survival Distributions and Life Tables; Interest and Life Contingencies; Credibility Theory and Loss Distributions; Principles of Ratemaking; Premium, Loss and Expense Reserves; Insurance Models; Application of Models; Principles of Re-insurance; Types of Re-insurance; Casualty and Property Re-insurance; Marine Re-insurance; Aviation Re-insurance; Re-insurance Markets; Underwriting Considerations; Legal Framework.

References :

1. Bakerwelford, A.W. and WW Otter Barry : Law Relating to Fire Insurance, Butterworth & Co. Ltd., London.
2. Dinsdale, W.A. : Elements of Insurance, Pitman. Government of India, Insurance Act 1937 as amended. Jadhav, Narendra : Challenges to Indian Banking, ed., Macmillan, New Delhi.
3. Joet, Bessis : Risk Management in Banking, John Wiley,
4. Kotch, Timothy W : Bank Management, Dryden Press, Chicago.
5. Sharma, R.S : Insurance Principles and Practice, Vora, Delhi.
6. Sinkey, Joseph F. Jr : Commercial Banks Financial management, Prentice Hall, Delhi.
7. Smith, T.R : Fire Insurance Theory & Practice, Stone & Cox. Tannan, M.L : Banking Law and Practice, Indian Law House, Delhi.
8. Turner, H.S : Principles of marine Insurance, Stone and Cox,
9. Khan MY : Indian Financial System – Theory and Practice; Vikas Publishing House, New Delhi.
10. Mishkin Frederies S : The Economics of Money Banking and Financial Markets; Harper Collins, New York.

MFM 425: Securities Market Operations

UNIT-I : Introduction : Stock Market - Primary and Secondary Markets; Role and Functions of New Issue Market; Methods of Floatation; Pricing of Issues; Promoters Contribution; Offer Documents; Underwriting of Issues and Allotment of Shares; Appointment and Role of Merchant Bankers, Underwriters, Brokers, Registrars, Lead Managers and Bankers etc.

UNIT-II : Stock Exchanges : Meaning, Functions, Importance and Limitations; Mechanics of Stock Market Trading-Different Types of Orders, Screen Based Trading and Internet Based Trading; Settlement Procedure; Types of Brokers; Listing of Securities in Indian Stock Exchanges.

UNIT-III : Guidelines and Legal Framework for Securities Market Operations : SEBI Guidelines Relating to the Functioning of the New Issue Market; Stock Exchanges and Intermediaries; SEBI Act 1992; Securities Contract Regulation Act, 1956; RBIs Rules, Regulations and Guidelines for FIIs.

UNIT-IV : Trading Pattern in OTCEI and NSE : Meaning, Significance and Functions, Procedure of Listing and Trading on OTC; NSE-Functioning and Trading Pattern in NSE-Capital Market Segment and Wholesale Market Segment; Security Market Indicators-Need and Importance; BSE Sensex, NSE, NIFTY and other Index Numbers.

UNIT-V : Demat Trading : Meaning and Significance; SEBI Guidelines and other Regulations Relating to Demat Trading; Procedure of Demat Trading; Role of Depositories and Custodial Services.

References **:**

1. Dalton, John M, : How the Stock Market Works, Prentice Hall, New Delhi.
2. Gupta, L.C. : Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.
3. Machi Raju, H.R. : Merchant Banking ; Wiley Eastern Ltd.; New Delhi.
4. Machi Raju, H.R. : Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi. Web site of bseindia.com. nse-india.com.
5. Chandratre K.R:, et al : Capital Issue, SEBI & Listing; Bharat Publishing_House, New Delhi.
6. Donald E. Fisher, Ronald J. Jordan : Security Analysis and Portfolio Management ; Prentice Hall, New Delhi.
7. Raghunathan V : Stock Exchanges and Investments; Tata McGraw Hill, New Delhi.

MFM 426: Operations Research

UNIT-I: Introduction: Origin, Nature, Definition, Characteristics, Purpose and Significance of Operations Research; Methodology of Operations Research; Models of Operations Research and Techniques of Operations Research.

UNIT-II: Linear Programming: Introduction; Problem Formulation; Solution of LPP by Graphical Method and by Simplex Method Under the Condition of Maximization and Minimization.

UNIT-III: Games Theory and Decision Theory : Games Theory-Introduction, Assumptions and Process; Concept of Two Person Zero Sum Game; Determination of Saddle Point (Pure and Mixed Strategy); Decision Theory—Introduction; Decisions Under Various Situations; Decision Under Uncertainty-La Place Model, Maximin, Minimax and Savage Model; Concept of Decision Tree Analysis.

UNIT-IV: Network Analysis : Introduction, Assumptions, Terminology, Numbering of Events and Steps; Time Estimates in Network Analysis; PERT-Time Estimates and its Calculations; CPM- Concept and Time Calculations; Transportation and Assignment Problem (Elementary).

UNIT-V: Queuing Theory and Replacement Theory : Queuing Theory- Introduction, Basic Components, Assumptions and Models Without Proof; Replacement Theory-Introduction, Assumptions and Problems Relating to Replacement of Equipment that Deteriorates with Time (With and Without Change in Money Value).

References :

1. Sharma J.K. : Operations Research-Theory and Applications, Macmillan India Ltd., New Delhi.
2. Agarwal, J.D. and Sagarika Ghosh : Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
3. Billy, E. Gillett : Introduction to Operations Research - A computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd. New Delhi.
4. Lucey, T : Quantitative Techniques, D.P. Publications, London.
5. Sharma, M.R. Quantitative Techniques and Operations Research: Kalyani Publication, Ludhiana.
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MFM 511: Managerial Accounting

UNIT-I : Introduction : Nature, Scope and Functions of Managerial Accounting; Difference between Managerial Accounting and Financial Accounting; Functions of Management Accountant.

UNIT-II : Analysis of Financial Statements : Nature, Objectives and Viewpoints of Financial Statements Analysis; Horizontal and Vertical Analysis; Ratio Analysis – Capital Structure Ratios, Profitability Ratios, Turnover Ratios and Liquidity Ratios.

UNIT-III : Budgetary Control : Concepts of Budget and Budgetary Control; Essentials for an Effective Budgeting; Types of Budget; Preparation of Sales Budget, Production Budget, Cash Budget and Flexible Budget.

UNIT-IV : Standard Costing and Variance Analysis: Concept of Standard Costing; Setting of Standards; Analysis of Material Variances, Labour Variances and Overhead Variances.

UNIT-V: Marginal Costing, Break-even Analysis and Reporting : Break-even Analysis and its uses; Marginal Costing and its Applications; Reporting to Management-Objectives, Essentials and Types of Managerial Reports.

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MFM 512: Financial Decision Making

UNIT-I : **Investment Decision :** Nature and Significance of Capital Budgeting Decisions; Process of Capital Budgeting; Methods of Project Evaluation; Determining Cash Flows in a Single Proposal and in Replacement Situations; Selection of Investment Proposal using an Evaluation Method.

UNIT-II : **Incorporating Risk in Investment Decision :** Payback and Risk Adjusted Discount Rate, Certainty-Equivalent and Probability Distribution Approaches of Incorporating Risk in Capital Budgeting Decisions.

UNIT-III Financing Decision : Analysis of Leverage – Operating, Financial and Combined Leverages; Evaluation of Capital Structure Through EBIT-EPS Relationship; Risk in Financial Leverage-Coefficient of Variation.

UNIT-IV : **Cost of Capital :** Concept and Importance of Cost of Capital; Computation of Cost of Capital-Debt, Preference Capital, Equity Capital and Retained Earnings; Weighted Average Cost.

UNIT-V : **Dividend Decision :** Dividend and Retained Earnings; Forms of Dividend; Practical Considerations in Dividend Policy; Dividend Models-Walter Model, Gordon Model and MM Hypothesis.

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MFM 513: Business Policy and Strategic Financial Management

UNIT -I : Introduction : Business Policy as a Field of Study; Nature and Scope of Strategic Management; Concept of Corporate Strategy and Tactics; Concept of Synergy and its Relevance to Strategy; Responsibilities of Top Management and the Chief Executive in Formulating Strategy; Overview of Decision Theories; Strategic Decision Making.

UNIT-II : Formulation and Implementation of Strategy : Corporate Mission and Objectives; A Brief Overview of Environment Analysis and Corporate Appraisal; A Brief Overview of Basic Strategic Alternatives-Stability, Retrenchement, Expansion, Diversification and Integration; Making Choice of Strategy; A Brief Overview of Implementation of Strategy; A Brief Overview of Organizational Structure, Responsibilities, Motivation and System of Restraints.

UNIT-III : Corporate Valuation and Corporate Risk Management : Corporate Valuation – Discounted Cash Flow Approach and Adjusted Book Value Approach; Corporate Total Risk and Expected Cash Flows ; Risk Management Tools ; Hedging – Forwards and Futures; Options and Swaps.

UNIT-IV : Mergers and Acquisitions : Mergers- Concept and Types; Reasons for Mergers; Legal and Tax Aspects of Mergers; Evaluating a Merger-Capital Budgeting Framework; Valuation of Purchase of a Division/Plant; Takeovers – Concept and Rationale; A Brief Overview of Regulations; Measures to Tackle Hostile Takeover Attempts.

UNIT-V : Managing Sick Units : Concept of Sickness; Causes of Sickness; Symptoms of Sickness; Predicting Sickness- Financial Ratios, Univariate Analysis, Multivariate Analysis, and Altman Model; Managing Corporate Excellence Using Ratios; Corporate Health and Strategic Implications of Leverage; Formulating Revival Plan.

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MFM 514: E-Commerce

UNIT-I : **Introduction to E-commerce** : Meaning and Concept; Objectives; Advantages and Disadvantages; E-Commerce and E-Business; Traditional Commerce vs. E-Commerce;Forces Driving E-Commerce; Growth of E-Commerce; E-Commerce Opportunities for Industries; Future of E-Commerce.

UNIT-II : **E-Commerce Model** : Business to Consumer; Business to Business; Business to Government; Other Models – Brokerage Model, Aggregator Model, Info-Mediary Model, Community Model and Value Chain Model; Transaction Process.

UNIT-III : **Websites** : Concept and Meaning; Objectives and Advantages; Types of Websites; Website Designing Principles; Methods of Promoting Website; Searching the Website; Factors for Growth of Websites.

UNIT-IV : **Electronic Payment System** : Special Features of Electronic Payment System; Types of E-Payment Systems-E-Cash, E-Cheque, Credit Card, Smart Card and Electronic Purses, Risk and E-Payment Systems; Secure Electronic Transaction (SET).

UNIT-V : **E-Security** : Security Risk of E-commerce; Types of Intruders; Types of Threats; Security Tools-Cryptography; Digital Signature and Firewalls; Salient Features of Information Technology Act, 2000.

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MFM 515: Derivatives and Risk Management

UNIT-I : Introduction : Meaning and Significance of Derivatives in the Development of Securities Market; Types of Derivatives; L.C. Gupta Committee Report on Derivative Trading; Derivative Trading vs. Forward Trading.

UNIT-II : Risk Management : Risk-Return Trade-Off; Systematic vs. Non-Systematic Risks; Components of Risks-Market Risk, Foreign Exchange Risk, Interest Rate Risk, Liquidity Risk and Purchasing Power Risk.

UNIT-III : Futures Trading : Meaning of Futures Contracts and Role in Hedging the Portfolio Risk; Short-term and Long-term Interest Rate Futures; Stock Index Futures; Determination of Bond Future Prices.

UNIT-IV : Options Trading : Meaning of Options; Call Options vs. Put Options; Writing of Options; Hedging with Options; Trading with Options; Arbitrage with Options; Black-Schedules Option Pricing Model and Binomial-Option Pricing Model.

UNIT-V : Swaps Trading : Meaning of Swaps and their Significance; Hedging Interest Rate Risks; Using Swaps to Reduce Interest Costs; Currency Swaps; Equity Swaps; Floating Rate Notes (FRNs); Swap Pricing.

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MFM 516: Management Information System

UNIT-I : Introduction: MIS-Concept, Characteristics, Role and Importance of MIS; Components of MIS; MIS Organization; Stages of Growth of MIS; Systems Approach to Problem Solving; Concept of Subsystem; Decision Making and MIS; Levels of Management and Information Needs of Management; Types of Information; Quality of Information; Planning for Computer Networking; Network Parameters and Technology of Data Communication.

UNIT-II : Prominent Information Systems: Changing Concepts of Information System; Business Process vs. Information Systems; Information Systems for Management - Transaction Processing Systems, Enterprise Resource Planning Systems, Decision Support Systems and Knowledge Based Systems-Expert Systems and Artificial Intelligence; Office Automation Systems; Functional Information Systems; Information Analysis Tools-Data Warehousing and Data Mining; Threats to Information Systems and Control Measures.

UNIT-III : Database Management: Database Definition; Objectives of Database; DBMS and its Components; Architecture for a Database System; Types of Database Structures or Data Models - Hierarchical Model, Network Model and Relational Model; Databases-The Shape of Things to come.

UNIT-IV : Development of Management Information Systems: System Development Stages; Objectives and Principles of System Design; Conceptual Design and its Steps; Detailed System Design and its Steps; Implementation and Evaluation of MIS (Product-Based MIS Evaluation and Cost/Benefit-Based Evaluation); System Maintenance.

UNIT-V : Applications of MIS : MIS and Control System; Pitfalls in Developing MIS; Effectiveness of MIS; Implementation of ERP Package Solutions; Networking in Indian Private Banks; Status of MIS in Indian Banks and Financial Institutions; MIS and Prevention of Industrial Sickness.

References :

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9. Paul Licher : Managing Information Systems : A Strategic approach, Dryden Press, Int. Ed. Illinois.
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MFM 521: Corporate Tax Planning and Management

UNIT -I : **Introduction to Tax Management** : Concept of Tax Planning; Tax Avoidance and Tax Evasion; Corporate Taxation and Dividend Tax; Tax Planning with Reference to Location, Nature and Form of Organization of New Business.

UNIT -II : **Tax Planning and Financial Management Decisions** : Tax Planning Relating to Capital Structure Decision, Dividend Policy, Inter-Corporate Dividends and Bonus Shares.

UNIT -III : Tax Planning and Managerial Decision : Tax Planning in Respect of Own or Lease; Sale of Assets used for Scientific Research; Make or Buy Decisions, Repair, Replacement, Renewal or Renovation and Shutdown or Continue Decisions.

UNIT -IV : Special Tax Provisions : Tax Provisions Relating to Free Trade Zones, Special Economic Zones, Infrastructure Sector and Backward Areas; Tax Incentives for Exporters; 100% Export Oriented Units; Carry Forward and Set Off of Losses and Depreciation.

UNIT -V : Tax Payment and Issues Related to Amalgamation : Tax Deductions and Collection at Source; Advance Payment of Tax; Tax Planning with reference to Merger, Demerger, Reversemerger etc.

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MFM 522: Management Control System

UNIT-I : Introduction : Concept of Control and Management Control System; Management Control and Strategic Planning; Management Control System and Organisational Goals; Evaluating Management Control System.

UNIT-II : Financial Goal Setting and Responsibility Centres : Analysis of ROI and Incremental ROI; Sensitivity Analysis; Developing Financial Goals along Organisational Hierarchy; Concept of Responsibility Centres; Organisation Structure and Resposibility Centres; Types of Responsibility Centres; Establishing Responsibility Centres as a Control System; Responsibility Accounting.

UNIT-III : Decentralisation and Transfer Pricing : Organisational Structure and Decentralisation; Costs and Benefits of Decentralisation; Choices about Responsibility Centres; Transfer Pricing and Corporate Policy; Methods of Transfer Pricing; General Guideline for Transfer Pricing Situations.

UNIT-IV : Performance Measurement and Control : Concept and its Importance; Measuring Performance; Different Performance Measures – Financial, Non-Financial, Internal and External Performance Measures; Designing and Accounting Based Performance Measure; Measurement Alternatives For Assets in Accounting Based Performance Measure; Goal Congruence and Performance Measures; Distinction between Managers' and Organisational Unit Performance-Performance Measurement at Individual and Organisational Level.

UNIT-V : Management Control In Special Sectors : Cost Control and Cost Reduction; Areas of Cost Reduction; Techniques of Cost Reduction; Management and Control of Research and Development Cost; Productivity and Quality Control.

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MFM 523: Working Capital Management

UNIT–I : Introduction : Concepts of Workings Capital - Gross and Net Working Capital; Nature, Scope and Objectives of Working Capital Management; Factors Influencing Working Capital Requirements; Estimating Working Capital Needs.

UNIT–II : Financing Working Capital : Determining Financing Mix –Matching, Conservative and Aggressive Approaches; Costs and Risks of Financing Working Capital; Sources of Working Capital Finance - Accruals, Trade Credit, Provisions, Short-term Bank Finance, Public Deposits, Commercial Paper and Factoring; Working Capital Analysis – Funds Flow Statement.

UNIT-III : Management of Cash : Motives for Holding Cash; Need and Objectives of Cash Management; Cash Forecasting and Budgets; Cash Models; Marketable Securities – Concept and Need; Investment in Marketable Securities - Strategies.

UNIT–IV : Management of Receivables : Concept of Receivables; Cost and Benefits of Receivables; Managing Accounts Receivable – Optimum-size Determination; Sound Credit Policy – Credit Standard, Credit Period, Cash Discounts and Collections.

UNIT–V : Management of Inventory : Major Determinants of the Volume of Inventory; Objectives of Inventory Management; Costs and Benefits of Inventory; Inventory Control and Planning; Inventory Control Techniques.

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MFM 524: Security Analysis and Portfolio Management

UNIT-I : Security Investment Decisions : Nature and Scope of Investment Decisions; Investment vs. Speculation; Investment Process; Salient Features of Corporate Securities and Derivatives; Bank Deposits; Mutual Fund Schemes; Life Insurance Policies and other Investment Opportunities.

UNIT-II : Fundamental Analysis and Chemistry of Earnings : Economic Analysis and Economic Forecasting; Industry Analysis-Industrial Classification, Analysis of Industry Life Cycle and Industrial Indicators; Company Analysis-Analysis of Financial Statements; Estimation of Intrinsic Value of Shares-Traditional and Modern Methods.

UNIT-III : Technical Analysis : Meaning and its Components; Technical Analysis vs. Fundamental Analysis; Tools of Technical Analysis-Point and Figures, Bar and Line Charts, Moving Averages and other Modern Tools; Limitations of Technical Analysis; Meaning and Form of Efficient Market Hypothesis.

UNIT-IV : Risk Analysis : Risk-Return Characteristics of Individual Asset and of a Portfolio; Various Components of Risks-Interest Rate Risk, Market Risk, Inflation Risk, Management Risk, Liquidity Risk and Systematic and Unsystematic Risks; Diversification of Risks.

UNIT-V : Portfolio Management : Traditional and Modern Theory; Selection of Optimum Portfolio-Markowitz Model, Sharpe Model and Capital Asset Pricing Model (CAPM).

References :

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MFM 525: Financial Services

UNIT-I : Financial Services : Meaning and Importance; Constituents; Evolution of Financial Services in India; Regulatory Framework of Financial Services-Banking and Financing Services, Insurance Services, Investment Services, Merchant Banking and Other Intermediaries.

UNIT-II : Mutual Fund and Venture Capital : Meaning, Types, Emergence of MFs in India and Abroad and Constitution of MFs; Functions and Working of Asset Management Company and Mutual Funds; Venture Capital - Meaning, Origin, Growth and Functions of Venture Capital Funds/Companies in India; Operation of VCFs; Organisation of Venture Capital Funds.

UNIT-III : Leasing and Factoring etc. : Concepts and Essential Features; Types of Lease Agreements; Lessor's Perspective; Factoring; Forfaiting and Bill Discounting –Concepts and Mechanism; Advantages and Performance in India.

UNIT-IV : Merchant Banking and Underwriting : Origin and Growth in India; Services Rendered by Merchant Bankers; Code of Conduct for Merchant Bankers; Issue Management Services; Corporate Restructuring and Project Financing; Meaning and Recent Trends in Underwriting in India.

UNIT-V : Credit Rating and Custodial Services : Meaning, Scope and Importance; Credit Rating Process; Credit Rating - Indian Scenario; Symbols Adopted by Indian Credit Rating Agencies; Credit Rating of Economies; Debt Securitization - Meaning and Importance; Process and Mechanism; Pricing of Securitization Instruments; Role of Special Purpose Vehicle (SPV); Depositories and Custodial Services in India.

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MFM 526: International Financial Management

UNIT-I : International Monetary System : Nature and Scope of International Financial Management; Evolution of International Monetary System; Bretton Wood Conference; International Monetary Fund; Role of IMF; Funding Facilities; European Monetary System (EMS); Mechanisms and European Monetary Union; International Bank for Reconstruction and Development.

UNIT-II : Foreign Exchange Market : Structure and Participants; Types of Transactions; Arbitrage; Covered Interest Parity; Option Forwards; Forward Swaps; Computation of Foreign Exchange Rate - Exchange Rate Quotations; Methods of Forecasting Exchange Rate; Forward Quotations; Foreign Exchange Market in India; Inter Bank Forward Dealing.

UNIT-III : Exposure and Risk : Nature of Exposure and Risk; Evaluation Exchange Rate Exposure; Foreign Exchange Exposure; Measuring Foreign Exchange Exposure; Transaction Exposure; Hedging of Transaction Exposure; Operating Exposure; Hedging of Real Operating Exposure.

UNIT-IV : International Capital Markets : Development of International Capital Market; Euro Credit Markets; Euro-Currency Loan; ADR and GDR Issues; Domestic vs. Foreign Equity Investment; Cross Border Diversification; International CAPM.

UNIT-V : International Projects and Multinational Groups : Strategies and Objective of Multinational Groups; Ogranisations of Multinational Groups; Criteria used in Evaluation of Multinational Groups; Different Types of Project; Importance and Participants of International Project Financing; Risk in International Projects.

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