

**INSTITUTE OF ECONOMICS & FINANCE  
COURSE ORDINANCE**

**1. Institute of Economics & Finance will conduct following course**

| <b>S.No.</b> | <b>Course</b>                                       | <b>Duration</b> | <b>Nature</b> | <b>Intake</b> | <b>Eligibility</b>  |
|--------------|---|-----------------|---------------|---------------|---|
| 1.           | Ph.D (Banking Economic and Finance)                 | 2-5 Yrs.        | Regular       | 5             | PG with 55 % in Mgt./Finance /Tourism/ Economics                |
| 2.           | M. Phil in Economics                                | 1 Yrs.          | Regular       | 20            | MA Eco 55 %<br>M.Com / MFC/ MBEF                                |
| 3.           | M.A.E.( Master of Applied Economics)                | 2 Yrs.          | Regular       | 60            | Graduate in any Stream in IInd Div.                             |
| 4.           | M.B.E.(Master of Business Economics)                | 2 Yrs.          | Regular       | 60            | Graduate in any Stream in IIns Div.                             |
| 5.           | M.F.C (Master of Finance Control)                   | 2 Yrs.          | Regular       | 60            | Graduate in any Stream in IIns Div.                             |
| 6.           | MBA(Finance Management)<br><i>Approved by AICTE</i> | 2 Yrs.          | SFS           | 60            | Graduate in any Stream in IIns Div.                             |
| 7.           | B.Com (Hons)  | 3 Yrs           | SFS           | 60            | 10+2 in Commerce/ Science PCM group only with minimum 50% marks |
| 8.           | P.G. Diploma in Financial Management                | 1 Yrs.          | SFS           | 30            | Graduate in any Stream in IIns Div.                             |
| 9.           | P.G. Diploma in Business Management                 | 1 Yrs.          | SFS           | 30            | Graduate in any Stream in IIns Div.                             |

**Note:**

1. *5% Relaxation SC/ST/Physically challenged as per state government norms/University Policy.*
2. *Reservation as per university policy.*

## 2. **ADMISSION PROCESS**

Strictly as per Merit, or as per policy of Institute and the University, from Year to Year and Head of the Department will also take his decision for filling full intake by direct admission process if seats remain vacant.

## 3. **ELIGIBILITY FOR ADMISON/INTAKE/FEE**

- (a) Minimum qualification required for admission to these courses is bachelor's degree (10 + 2 +3) in any discipline, with a minimum 45% or 50% of aggregate marks from an University or Institute in India or abroad, recognized by this University with a relaxation of 5 % to candidates, belonging to SC/ST candidates. Other reservation shall apply as per Govt, order.
  - (b) Those appearing in the final year of qualifying examination shall also be eligible to apply, provided that they have to submit specific proof of having passed the final year examination, with minimum requirement, at the time of personal interview, if qualified and called for.
  - (c) All candidates granted admission will be admitted provisionally to semester I / 1st year, subject to the satisfactory verification of their testimonials and eligibility criteria, by the Director or HOD of Institute. Any discrepancy, if found, will render the candidate ineligible and the provisional admission shall stand cancelled and the university and Institute shall not be liable to refund the fee deposited by the candidate.
  - (d) Admission to under graduate shall be given by direct admission process only.
4. **The COURSE FEE** and the examination fee shall be as decided by the University from time to time and will have to be deposited at the time of admission. **H.O.D.** will define the fee Break up decided by University.
5. **METHOD OF TEACHING** in the program me will consist of a combination class lectures by the departmental faculty, in house visiting faculty and the visiting faculty from other academic and practicing organizations /institutions, and seminars and case studies etc. Quality study material will also be supplied besides audio-Visual teaching methods and educational tours of the practicing organisations in the field.
6. **MEDIUM** of instructions and examinations shall be, English, except in MAE & M.Phil where a candidate may take up examination in Hindi also.
7. **MINIMUM ATTENDANCE** requirement; to become eligible to appear in the examination, is 75% of all class lectures, seminars, lests, tours and project work taken together for all

papers and also each paper separately provided that (a) a shortage upto 20% may be condoned by the IJOD.

8. There shall be two UNIVERSITY EXAMINATIONS in case of semester program and one examination in case of Annual Programme each year normally on completion of 90 days semester or 180 days annual work, inclusive of theory, practical's, seminars, sessional, educational tours, but exclusive of project work. The one will be held around DECEMBER which shall be the main examination for semester I and III and supplementary /Back paper for sem II and IV. The other will be held around MAY which shall be the main examination for semester, II and IV and supplementary / Back paper for sem. 1 and III and Annual Exam for Annual. Special Back Paper Examination can be conducted by HOD.
9. **MINIMUM PASS MARKS**, which an examinee must obtain, in order to pass in semester exam. Shall be 40% of the maximum marks, separately in each theory paper, viva, project, sessional and 50% of the maximum in aggregate of each semester, in case of semester courses, in case of annual Courses, minimum pass marks shall be 36% of the aggregate.
10. **AN EXAMINEE WHO FAILS TO SECURE MINIMUM PASS MARKS**, in not more Y than half of the theory paper and lor in the aggregate in both semester shall-be declared eligible to appear in back paper/ supplementary. Such candidates may be admitted provisionally to the next higher semester, subject to their clearing the backlog, as provided herein afterward.
11. A student shall be allowed to avail two **CHANCES TO CLEAR THE BACK LOG** to (ie to ^ appear in two subsequent examinations in continuation) provided at no student will be promoted to sem. III/next year if he has (a) a backlog of more than 50% of the theory, of sem. I and II taken, together/ 1st year on declaration of result of sem. II / 1st year and (b) not submitted his project assignment. However Head of the Department may recommend failure student to Vice Chancellor for special permission of Back paper of full Examination.
12. Students who are **DECLARED FAILED** or not fulfilling conditions in Para 10 and 11 above may be allowed to REAPPEAR; in subsequent examination, as an EX-STUDENT without undergoing a repeat regular course study. They shall be required to appear and clear only those papers, practicals, Viva, Projects, in which they could not secure minimum pass Marks in the aggregate of the semester concerned. The marks in already cleared shall be carried over; as such. However incase of Annual Courses candidate failed will have to reappear in all papers in subsequent examinations. Result & confidential awards shall be kept in University confidential section and registrar or controller of examination shall declare al results.
13. **SESSIONAL marks (30) in each paper shall be divided, and follows:**
  - (a) Three shall be 3 (three) class tests of 20 marks each, taken by the teacher in each paper, An average of marks obtained in three (ie total of marks obtained in three tests/3) shall be deemed marks obtained out of 20 marks. However HOD May decide other policy.

(b) 10 marks shall be attributed to the class attendance, class participation conduct and discipline and shall be awarded by the class teacher concerned in view of the overall performance of the student.

14. **COMPREHENSIVE VIVA** will be held jointly by the HOD and one or two external experts to be appointed by the University, and marks shall be awarded by them jointly out of the total marks of 100 only. HOD may ask any teacher to coordinate the Viva

15. **RESULT AND DIVISIONS**

(1) MBEF/ MFC/ MBA Finance/ MMEM- P.G. Programs./ MAE/PGDBM/PGDFM/ M.Phil

(a) No division shall be awarded up to the examination of IIIrd semester.

(b) Successful candidates at the final semester examination shall be placed in the division, in accordance with following scales, taking aggregate of total marks obtained in all Semester Examination. . . '

(i) **FIRST DIVISION WITH DISTINCTION**, on securing 75% or more clearing all papers, practicals, viva, sessional, project, of all semesters, in the first attempt i.e. without appearing in any supplementary examination.

(ii) **FIRST DIVISION** on securing 60% or more but less than above.

(iii) **SECOND DIVISION** on securing 50% or more but less than above.

(iv) **THIRD DIVISION** shall not be awarded & candidate shall be eligible for Back Paper or Fail

(ii) **MAE/ B.Com (Hons.)/ BBF(Hon.)**

(a) No division will be awarded in the 1st year and incase of B.Com Hon. Up to IInd Year.

(c) First Div - 60% & above, Second Div- 48 % & above, Third Division 40 % & above in aggregate.

16. **MAXIMUM TENURE** for a candidate to stay in the course shall not be more than 5 years from the session of initial admission to the course & 7 Year for Under Graduate course.

17. A candidate who has **DISCONTINUED THE COURSE** during any semester/ year may on recommendation of HOD, be permitted by the Vice - Chancellor to take readmission to the course at the beginning of the semester, concerned, in a subsequent year, not however, beyond a gap of 3 (three) years under the condition that the maximum period to stay in the course exceed 5 years from the session of initial admission. Fees once paid shall not be adjusted during such subsequent admissions.

18. Above rules are subject to **AMENDMENTS** by appropriate authorities from time to time, as and when deemed "necessary and such amendments shall become effective for all or specific batches from the date, as decided by the University & H.O.D./ Director.

(3) **PGDBM/ FM**

There shall be two semesters of three papers each of 100 marks with 70+30 break up candidate will be passed as per P.G Diploma courses norms of Institute of Management studies.

(4) **M.Phil Economics-** As per syllabus of 1 year with two semester and Dissertation.

# Syllabus

## MASTER OF BUSINESS ADMINISTRATION [FINANCE MANAGEMENT] MBA (FM)

- A. Course: Master of Business Administration (Finance Management) (FM)
- B. **Duration:** Two years full time (each year having two semesters)
- C. **Medium of Instruction and Examinations:** English
- D. **Eligibility for Admission**

### i. Minimum eligibility with relaxation

A candidate shall be eligible for admission to Master of Finance and Control (MFC) course if he/she has obtained bachelor's degree; B.A., B.Sc., B.Com. (Pass or Hons.) B.Tech or its equivalent degree recognized from any recognized University with a minimum forty five (45%) marks.

### **Note:**

- a) 5% relaxation to SC/ ST in minimum eligibility marks.
- b) Reservation will apply as per rules
- c) Head may consider relaxation of minimum eligibility percentage in special cases if seat are available.

### **ii. Procedure of admission**

Should have qualified the admission test /Interview/group discussion conducted by UPMCAT/ MAT/ Bundelkhand University or any other norms prescribed by Bundelkhand University in this regard from time to time.

Some seats are reserved for Industry Sponsored/NRI/NRI Sponsored/Foreign Candidates etc. However, they must meet the eligibility criterion as in (a) above. They will be admitted on the basis of interview, held by a selection committee constituted by the competent authority of Bundelkhand University consisting of Head & two teachers of the department.

### **iii. Preparation and declaration of merit list**

Merit list will be prepared centrally by the University Admission committee/department. Head of the will also prepare a list of candidates for direct admission and admission shall be given on merit basis if seats are vacant.

### **E. Fees**

- i. **Tuition fees with full details of subheads:** As Prescribed by University authority
- ii. **Rules for refund** of fees: As per university norms

### **F. Course structure**

I. The course work shall be divided into two parts as given below:

|               |             |                   |
|---------------|-------------|-------------------|
| <b>Part I</b> | Semester I  | July to November  |
|               | Semester II | December to April |

## SUMMER TRAINING    May to June (two months)

### Part 11

Semester III  
Semester IV

July to November  
December to April

**I.** During an academic year a candidate shall be enrolled only for one course of study and shall not appear at any other examination of this or another University.

**II.** The semester wise course outline, total marks **allocated each** paper, internal assessment and marks in semester examinations are **listed below**. The course content is given in the syllabus

### G. Examination

#### i) Minimum Attendance

- (a) All students must attend every lecture and practical class. However, to account for the late joining or other such contingencies, the attendance requirement for appearing in the examinations shall be **a minimum of 75% of the classes actually held**.
- (b) In order to maintain the attendance record of a particular course, a roll call will be taken by the teacher in every scheduled lecture and practical class. For the purposes of attendance, every scheduled practical class will count as one attendance unit, irrespective of the number of contact hours.
- (c) The teacher in - charge will consolidate the attendance record for the lectures and practical for each student. Attendance on account of participation in the prescribed functions of NCC, NSS Inter- University sports, educational tours/field work assigned by the university to students shall be credited to the aggregate, provided the attendance record, duly counter signed by the officer. in charge, is sent to the I lead of Department within two weeks of time after the function/ activity, etc.
- (d) The statements of attendance of students shall be displayed on the Department's Notice Board at the end of each month and consolidated attendance before the conclusion of each semester as given in the University Calendar. A copy of the same shall be send to the head of the Department for record. Notices displayed of the Notice Board shall be deemed to be a proper notification, and no individuals notice shall be sent to students
- (e) If a student is found to continuously absent from the classes without inllorl-nation 11 or a period of 30 days, the teacher in charge shall report it to the HOD. The HOD will issue letter a notice to such students, as to why his/her admission will not be cancelled.
- (f) A students with less than 75% attendance of the lectures and practical in each subject/Course shall be detained from appearing in the semester examination. The Head of the department may consider application for the condonation of attendance up to 5% on account of sickness or any other circumstances, provided the application for condonation of attendance, duly certified by Registered Medical Practitioner and supported by documentary evidence is submitted within 7 days from the recovery.

- (g) A student detained on account of attendance will be re-admitted to the same class in the next academic year on payment of current fees except Enrolment fee, identity card fee and security deposits after seeking permission of the Head.

**ii) Issuance of admit cards**

The admit cards for the semester exams shall be issued at least 5 days before the commencement of each semester examinations after clearance of all dues.

**iii) Evaluation**

- (i) Each paper will carry 100 marks (except paper MBA (FM) - 402) of which 30% of marks should be for internal assessment and remaining % of marks be for written examination. The duration of written examination for each paper shall be three hours.
- (ii) The internal assessment marks shall be based on factors such as : -
- Participation in seminars, case discussions and group work activities.
  - Class tests and oral presentations.
  - Submission of written assignments, term papers and viva voce.
  - Class room participation and attendance.

The weightage given to each of these factors shall be decided and announced at the beginning of the semester by individual faculty member responsible for the paper,

(iii) The scheme of evaluation of project studies shall be as follows :

- For paper MBA (FM) - 304, a project report based on the summer training will have to be submitted within three weeks from the commencement of third term.
- Paper MBA (FM) - 402, final project study shall commence from third Semester and the report should be submitted towards the end of fourth semester.

The written part for each of the project studies shall account for 70% of marks and the Viva- Voce to be conducted by a duly constituted examination board for the remaining 30% of marks.

**iv) Internal Assessment**

- Internal assessment for 30 marks in respect of theory papers will be based on classroom test, case discussions assignment, quizzes, presentations and viva- voce examinations etc. Course instructors shall do the evaluation and marks will be notified within a week of such test.
- Passing marks for internal assessment is 40% for each subject.
- There shall be three tests in each course in each semester. However, it is up to the individual faculty member to announce the date for tests or conduct them without prior announcement.
- Internal assessment for 10 marks shall be done by course instructor based on the classroom performance of the students including class attendance and class participation.
- Consolidated marks of various components of evaluation shall be maintained by the teacher concerned and the same will be notified at the end of the semester.



- e) The internal assessment marks shall be submitted through Head of the Department to the Registrar at the end of the semester.
- f) Candidates who fail in internal assessment /found absent in any paper will not be allowed to appear in external examination of that particular paper.
- h) A candidate who has to reappear (as an ex-student) in the examination will retain the marks of internal assessment.
- i) A student who is required to seek re-admission for whatever reason will be required to appear for internal assessment afresh.

**V) Qualifying Promotion Criteria**

- (a) A candidate who fails to secure 75% attendance in any course during a particular semester will have to seek re-admission.
- (b) No candidate shall be promoted to MBA(FM) Semester-11 if he/she fails in more than three (3) papers of MBA(FM) Semester - I Examination. Such student shall seek re-admission in Ist semester in the next academic session as a ex-students student.
- (c) A candidate may be promoted to Final Year if he/she has secured at least 50% marks in Semester I and Semester II taken together.
- (d) No candidate shall be promoted to MBA(FM) Semester - IV if he/she fails in more than four (4) papers of the preceding three semesters taken together. Such student shall seek re-admission in III semester in the next academic session as a regular student.
- (e) After the declaration of the IV semester results if a candidate fails in any paper taking all the four semesters together he/she will have to reappear in these papers in convened semester in next academic year as an ex student along with the next batch.

**vi) Declaration of results and award of degree.**

- (a) The result of the successful candidates shall be classified at the end of the final year of examination on the basis of the aggregate of marks of all subjects (theory. practical and pro etc) secured by the candidate in the I & 11 year examinations, as indicated below.

|             |               |
|-------------|---------------|
| Distinction | 75% and above |
| I Division  | 60% and <75%  |
| 11 Division | 50% and <60%  |
| Fail        | Less than 50% |

- (b) Candidates securing 75% or above marks in any course (s) and, having passed whole of the examination in first attempt shall be declared to have obtained Distinction in that course(s)

**vii) Back paper and improvement- maximum number of chances**

- a. An examinee who fails to secure minimum pass marks in not more than half of the theory paper and/or in the aggregate shall be declared eligible to appear in back paper. Such candidates may be admitted provisionally to the next higher semester, subject to their clearing the backlog, as provided herein afterward.

- b. A student shall be allowed to avail **two Chance to Clear the Backlog** (ie. to appear in two subsequent examinations in continuation) provided that no student will be promoted to third semester/ final year if he has
  - i. Backlog of more than 50% of the papers of semester I and 2nd semester together.
  - ii. Not submitted his project assignment.
- c. Students who are declared failed on not fulfilling conditions in para viii (a) and viii (b) above may be allowed to reappear, in subsequent examinations as an ex-student. They shall be required to appear and clear only those paper, practical, viva Projects, in which they could not secure minimum pass marks and /or in any paper in case of having failed to secure minimum pass marks in the aggregate of the semester concerned. Marks of subjects, already cleared shall be carried over, as such. However in case of Annual Course candidate failed will have to reappear in all papers in subsequent examination.

### **Span Period**

- i) The span period of the programme is four years from the data of registration in the programme.
- ii) The minimum marks for passing the examination for each semester shall be 45% in each paper and 50% in aggregate for all the course of the semester.
- iii) To be eligible for promotion to the second year of the programme a student must clear successfully at least 12 papers out of the 16 papers offered during first year of the programme.
- iv) The degree shall be awarded to successful students on the basis of the combined results of first year and second year examinations as follows:
 

|                        |   |                          |
|------------------------|---|--------------------------|
| Securing 60% and above | - | 1 <sup>st</sup> Division |
| All other              | - | 2 <sup>nd</sup> Division |
- v) A student to be eligible for award of degree has to clear all the papers offered during two year programme within the span period.

### **Re-examination**

A candidate who has secured minimum marks to pass in each paper has not secured the minimum marks required to pass in aggregate for the semester concerned may take re-examination in not more than two papers to obtain the aggregate percentage required to pass the semester. A regular student will be allowed to reappear in any paper in any semester. However the total number of attempts for a paper shall not exceed four during the span period of the programme. As regards the ex-students, they will be allowed to re-appear in papers only in the April/ May Semester examination subject to total number of attempts for a paper not exceeding four during the span period of the programme.

Reevaluation, scrutiny and moderation of results shall be conducted as per the general policy of the University.

### **H. Inter University Transfer**

- i. Inter University transfer is subject to permission from the competent authority from both the institutions.
- ii. This is subject to our minimum eligibility criteria as mentioned above (**Refer Para D**)
- iii. The papers in which transferee students had passed (minimum 40% in each papers and aggregate 50% will be waived.
- iv. The previous institutions should be recognized by Bundelkhand University.

**1. Details syllabus:** Please refer the following enclosure

**SEMESTER - I: MBA (FM) - 101 TO MBA (FM) - 108**

**MBA (FM) - 101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR**

**Objectives**

The objectives of this paper is to familiarize the student with basic management concepts and behavioral processes in the organization.

**Course Contents**

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; social Responsibility of Business; Understanding and Managing Individual behaviour Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual decision making and problem solving; Understanding and managing group processes

Interpersonal and group dynamics applications of emotional intelligence in organizations, communication, group decision making, Leadership and Influence process; Understanding and Managing, organizational system, Organizational design and structure, Work stress.

**MBA (FM) - 102.: QUANTITATIVE METHODS**

**Objectives**

The objective of the Paper is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

**Course Contents**

Mathematical basis of managerial decision: Functions - Applications of Functions-Some special Functions. A.P. & G.P. and their managerial application, Matrices, Markov Chains & their applications; Frequency Distribution and their Analysis; Probability Theory and Probability Distributions - Binomial, Poisson, Normal and Exponential; correlation and Regression Analysis; Time Series Analysis and Forecasting; Linear Programming - Basic concepts, Model Formulation, Solution Methods, Duality; Introduction to some Basic Quantitative Methods Packages.

**MBA (FM) -103: MANAGERIAL ECONOMICS**

**Objectives**

The Objectives of this paper is to acquaint the participants with concepts and techniques used in Micro-Economics. Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

**Course Contents**

Concepts and Techniques - Nature of business, decision-making, marginal analysis, optimization; theory of Demand - demand functions, income and substitution effects, revealed preference approach and demand forecasts; Production and Cost - returns to scale, cost curves,

break-even analysis; Theory of Firm - profit maximization, sales maximization organizational slack, ownership and control; Market Structure -competition, monopoly, Oligopoly, non-price competition; Macro Economics Aggregates and Concepts - GNP and GDP - Aggregate Consumption - Gross Domestic Savings - Gross Domestic Capital Formation WPI, CPI, and Inflation - Employment, Balance of Payments, Money Supply and Monetary Policy Fiscal Policy; concept and Measurement of National Income; Determination of National Income Consumption Function, Fiscal impact and Investment, Synthesis of Monetary and Real Factors.

### **MBA (FM) - 104 ENVIRONMENT MANAGEMENT**

Environmental Management: Fundamentals - sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management: Fundamentals - Fossil Fuels use, Energy production and trade, Energy Balance; Ecosystem Concepts; Basic concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Managements, Debt and Environment, GATT/ WTO Provisions; Environmental Laws; Acts, Patents, IPRS, Role of NGO's, PIL; Pollution & Waste Managements - Air, Water, Land Pollution, Trade in Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics: Bio-ethics.

### **MBA (FM) - 105: MANAGERIAL SKILL DEVELOPMENT**

#### **Objectives**

The paper aims to equip the students with the necessary techniques and skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs.

#### **Course Contents**

Importance and nature of business communication; Effective Communication skill; process of communication; Barriers and gateways in communication; Do's and Don'ts of Business writing; Commercial letters; Writing Business reports; Oral Communication presentations of reports, public speaking, and negotiations; Legal aspects of Business communication.

### **MBA (FM) - 106: INDIAN ETHOS AND VALUES**

Model of Managements in the Indian Socio-Political Environment; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight into TQM; Problems Relating to Stress in Corporate Management - Indian Perspective; Teaching Ethics; Trans-cultural Human Values in Management Education; Relevance of Values in Management; Need for Values in Global Change - Indian Perspective; Values for managers; Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

## **MBA (FM) - 107: ACCOUNTING FOR MANAGERS**

### **Objectives**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

### **Course Contents**

Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation, financial Statement Analysis, Funds Flow Analysis, The Statement of Cash Flows; Management Accounting - Concept, Need, Importance and Scope; Cost Accounting - Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and control, Job and Process Costing, Budget and Budgetary control, Performance Budgeting, Zero Base Budgeting, Relevant Costing and Costing for Decision - Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.

## **MBA (FM) - 108: COMPUTER APPLICATIONS IN MANAGEMENT**

### **Objectives**

The objectives of this Paper include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

### **Course contents**

Computers - An Introduction - Computers in Business; elements of Computer System Setup; Indian Computing Environment; components of a Computer system; Generations of computers and Computer languages; Personal Computer in Business, PC-Software Packages - An Introduction; Disk Operating System and windows; Text Processing Software, Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on spreadsheet; Modes of Data Proceeding- Computer Software Systems; Software Development Process; File Design & Report Designing; Data Files Types/ Organizations; master & Transaction File; Relevance of Data Base management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Application Portfolio Development. Introduction to a Micro Data Base Manager; Program Development Cycle; Flow Charting; Input- Process- Output Analysis; Report Generation & Label Generation; Programming Concepts; Use of Files in Programming. Presentation Graphics - Creating a Presentation on a PC. Data Communications; Networking -LAN & WANs. Management of Data Processing Systems in Business Organizations

**SEMESTER- II**  
**MBA (FM) - 201 TO MBA (FM) - 208**

**MBA (FM) - 201 : ORGANIZATION EFFECTIVENESS AND CHANGE**

**Objective**

To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

**Course contents**

An Overview of Concepts of Organizational Change; Effectiveness and Development; Skills of Change Agent; Organizational Climate and culture; Power and Politics; The Process of Empowerment; Organizational Learning; Creativity and Innovation; Conflict and Negotiation; Inter group Behaviour and Collaboration; business Ethics and Corporate Governance; management of Gender Issues; Cross-Cultural Dynamics.

**MBA (FM) - 202: MANAGEMENT SCIENCE**

**Objectives**

The Objectives of this paper is to develop an understanding of basic management science techniques and their role in managerial session making.

**Course Contents**

Management Science - Basic concepts and its role in decision making; sensitivity Analysis; Integer Programming Branch and Bound algorithm; Transportation and Assignment models including Transshipment and Routing Problems; queuing Theory; Inventory Management Techniques; PERT/CPM; Decision Theory and Decision Trees; Game Theory; Goal Programming, Simulation.

**MBA (FM) - 203: HUMAN RESOURCE MANAGEMENT**

**Objectives**

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this paper is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

**Course Contents**

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment; Corporate Objectives and Human Resource Planning; Career and Succession Planning; Job analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resource% Induction and Socializing; Manpower Training and Development~ Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination; Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & grievance management; Employee Empowerment.

## **MBA (FM) - 204: FINANCIAL MANAGEMENT**

### **Objectives**

The purpose of this paper is to acquaint the students with the broad framework of financial decision making in a business unit.

### **Course Contents**

Aims and Objectives of Financial Management; Financial analysis and Control; Cost volume-Profit Analysis; Operating and Financial Leverage; Time Value of Money; Investment and Capital Structure Decisions; Instruments of Long Term Finance; cost of Different Sources of Raising Capital; Weighted Average Cost of Capital; Optimum Capital Structure; Valuation and Rates of Return; Methods of Capital Budgeting; short-term Financing Investments; management of Working Capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy, Financial Modeling.

## **MBA (FM) - 205: MARKETING MANAGEMENT**

### **Objectives**

The purpose of this paper is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

### **Course contents**

Nature and scope of marketing, Corporate orientation towards the market place, the Marketing environment and Environment scanning, Marketing information system and Marketing research, Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development, branding and packaging decision, Pricing methods and strategies, Promotion decisions, Promotion mix, Advertising, Sales promotion, publicity and personal selling; Channel management - selection, cooperation and conflict management, vertical marketing implementation and systems, Organising and implementing marketing in the organisation; Evaluation and control of marketing efforts; New issues in marketing - Globalisation, Consumerism, Green marketing, Legal issues.

## **MBA (FM) - 206: PRODUCTION AND OPERATIONS MANAGEMENT**

### **Objectives**

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

### **Course Contents**

Nature and Scope of Production and Operations Management; Facility Location, Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling - Principles - Equipment, Line Balancing - Problems; Operations decisions -Production Planning and Control In Mass Production - In Batch/ Job Order manufacturing; Capacity Planning -

Models; Process Planning - Aggregate Planning- Scheduling- Maintenance Management Concepts - Work Study, Method Study, Work Measurement, Work Sampling, Work Environment - Industrial Safety; material management: An Overview of Material management., Material Planning and Inventory Control; JIT, Materials Planning Budgeting and Material Requirement Planning; Purchase management; Stores management; Quality Assurance - Acceptance Sampling, Statistical Process Control, total quality management; ISO-9000; maintenance Management; Safety Management.

### **MBA (FM) - 207: RESEARCH METHODOLOGY**

#### **Objectives**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

#### **Course Contents**

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information - Bayesian Decision Theory; Organisation Structure of Research; Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs; Methods of Data Collection Observational and Survey Methods; Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field work and Tabulation of Data; Analysis of Data - Use of SPSS and other Statistical Software Packages; Advanced techniques for Data analysis - ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Research Applications

### **MBA (FM) - 208: INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT**

#### **Objectives**

The primary Objectives of this paper is to acquaint the students to emerging global trends in business environment.

#### **Course Contents**

International Business: An overview - Types of International Business; the External Environment; The Economic and Political Environment, The Human Cultural environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macroeconomic Management; theories and Institutions; Trade and Investment - Government Influence on Trade Investment; Determination



of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalization of Service Firms; Operation Management in International firms; World Financial Environment; Foreign Exchange Market mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks; Non-Banking Financial Service Firms; Stock Markets; global Competitiveness; Export management; Licensing; Joint Ventures Technology and Global Competition; globalization and Human Resource Development; Globalization and Social responsibility; World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements; consortium Approaches; External Relations Approach.

## **Semester - III :**

### **MBA (FM) - 301 to MBA (FM) - 304**

#### **MBA (FM) - 301 : BUSINESS POLICY AND STRATEGIC ANALYSIS**

##### **Objectives**

The Objectives of this paper is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

##### **Course Contents**

Business Policy as a Field of Study; General Management Point of View; Vision, Mission, Objectives and Policies; Environmental Analysis and Internal Analysis; SWOT Analysis; Tools and Techniques for Strategic Analysis; Impact Matrix; the Experience Curve; BCG Matrix; GEC Model; Industry Analysis; Concept of Value Chain; Strategic Profile of a Firm; Framework for Analyzing Competition; Competitive Advantage of a Firm.

#### **MBA (FM) - 302: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM**

##### **Objective**

The objective of the paper is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

##### **Course Contents**

Managements Information System: Definitions - Basic Concepts Frameworks - Major Trends in Technology, applications of information Technology. System & Design: Systems Development initiative Different Methodologies - Life Cycle & Prototype approach Detailed study on Life Cycle Design & implementation Case Study. Managerial Decision Making: Decision making process problem solving techniques how decisions are being supported - decisions styles group decision making features of various CBIS. Decision Support System An Over vies: Relevance scope of DSS characteristic and capabilities of OSS components of OSS classification of DSS. Database management System: Sources of Data - data file environment database environment - data models - relevance of relational data base designing in DSS, Model Base management system: Types of models function, time certainty, uncertainty, risk structure OR models, Dichotomous model of mind - Simon's model in information system design simulation technique. Dialog is generation management system: User interface - graphics menus - Forms OSS tools - DSS generators - specific DSS. Construction a DSS: Steps in designing a OSS identification of decision, building - of DSMS, building of MSMS - building of DGMS, implementation, performance testing.

#### **MBA (FM) - 303: BUSINESS LEGISLATION**

##### **Objective**

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

##### **Course Contents**

The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts. The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller. The Negotiable Instruments Act, 1881. Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonor and Discharge

of a Negotiable Instrument. Arbitration The Companies Act, 1956 Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement, Winding Up, Consumer Protection Act and Cyber Laws.

### **MBA (FM) - 304: SUMMER TRAINING PROJECT**

At the end of second semester, all students will have to undergo summer training of 8 10 weeks within industrial, business or service organization by taking up a project study..

### **FINANCE AREA: MBA (FM) - 305 TO MBA (FM) - 314 MBA (FM) - 305: FINANCIAL DECISIONS ANALYSIS**

#### **Objectives**

The basic objective of this course is to impart an intensive knowledge about the use of quantitative techniques in specified financial decision making areas.

#### **Course Content**

Application of Linear Programming; Goal Programming; Regression analysis and Simulation technique in Financial Decision Making Areas; Corporate Debt Capacity Management Decision; Business Failure and Reorganization - Application of Multiple Discriminate analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost-volume-profit analysis under Conditions of Uncertainty; Leasing Vs. Borrowing decisions; Sequences of Decisions; Replacement Decisions; Mergers and Acquisitions; takeover code: Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange ratio; Legal and Procedural.

Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

## **MBA (FM) - 306: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

### **Objectives**

The objective of this paper is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

### **Course Contents**

Investment - Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities,- Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices and Return; Security Credit Ratings~ Objectives of Security analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities; The Return to Risk and the Investment Decision; government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market; Stock Market Analysis -Fundamental and Technical Approach, efficient Market Theory; Recent Developments in the Indian Stock Market;

## **MBA (FM) - 307: PORTFOLIO MANAGEMENT**

### **Objectives**

The objective of this paper is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

### **Course Contents**

Introduction to Portfolio Management - An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory. The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection, The Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier - The relationship between the Unrevealed and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction: Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios Constructing the Optimum Portfolio, Portfolio Investment Process; bond Portfolio Management Strategies, Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

## **MBA (FM) - 308: INTERNATIONAL FINANCIAL MANAGEMENT**

### **Objectives**

The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

### **Course Contents**

Multinational Financial Management - An overview; Evolution of the International Monetary and Financial system: Managing short-term assets and liabilities: Long-run Investment Decisions - The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting -Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; country Risk Analysis; Long-term Financing.

## **MBA (FM) - 309: MANAGEMENT OF FINANCIAL SERVICES**

### **Objectives**

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

### **Course Contents**

Financial system and Markets; concept, Nature and Scope of financial Services; Regulatory Framework for Financial Services; management of Risk in Financial Services: Stock Exchange Operations; Mutual Funds; Merchant Banking Services: Managing of issue shares and bonds Mobilizing of Fixed Deposits - Inter-Corpoate Lonas International Finance; Other Financial Services - Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring for Failing and bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

## **MBA (FM) - 310: MANAGEMENT CONTROL SYSTEM**

### **Objectives**

The main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organizations.

### **Course Contents**

Management Control - An Overview: Nature, Scope and Concept of Management Control Systems. Organization Goals, Strategic Planning and Implementations, Organisation Structure. Contingency theory, Organizational climate, Position of Controller in the Organisation Structure of an Organization. Management Control Process: Programming, Budgetary Planning and Procedures. Budgetary control, analysis of Variance, Flexible Budgeting, Zero-base Begetting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and control and Value for Money, Analysis and Reporting, Variance Reporting. Management Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation -qualitative and quantitative, Investment Centre. Behavioral Aspects of Management Control: Motivation and Morale, Goal Congruency, Participated and Responsive Management. Human as a Part of Information Process, Learning Curves. Management Control in Specialized Organization: Selected Case Studies on Non-profit and Public Service Organizations.

## **MBA (FM) - 311 : INTERNATIONAL ACCOUNTING**

### **Objectives**

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.

### **Course Contents**

International Dimensions of Accounting - Conceptual Development and comparative Development Patterns; Currency Transactions; Managing International Information Systems; International Perspective on Inflation Accounting; Financial Reporting and disclosure; Analyzing Foreign Financial Statements; Financial Management of Multinational Entities~ Transfer Pricing and International Accounting - International Standards and Multinational Corporations.

## **MBA (FM) - 312: CORPORATE TAXATION**

### **Objectives**

The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

### **Course Contents**

Basic Concepts of Income Tax; Residential status of a Company; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undisturbed Profits, Companies Profit Surtax Act; Computation of Tax Liability; Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers-, Tax Planning Relating to Amalgamation and Merger of Companies; Tax considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc~ Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Implications of Avoidance of Double Taxation Agreements.

## **MBA (FM) - 313: FINANCIAL DERIVATIVES**

### **Objectives**

The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

### **Course Contents**

Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging; Forward and Futures Prices: Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black-Scholes Option Model: Binomial Model; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

## **MBA (FM) - 314: PROJECTS PLANNING, ANALYSIS & MANAGEMENT**

### **Objectives**

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

### **Course Contents**

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties~ Market Demand and Situations analysis: Technical Analysis-, Financial Analysis; Analysis of Project Risk; firm Risk and Market Risk; social Cost Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden: Environmental Appraisal of Projects.

## **Semester - IV**

### **MBA (FM) - 401 To MBA (FM) - 402**

#### **MBA (FM) - 401 : Corporate Evolution and Strategic Management**

##### **Objectives**

The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

##### **Course Contents**

Nature and Scope of Strategic Management; Strategic Intent and Vision~ Concept of Core Competence, Capability and Organisational Learning; Process of Strategy Planning and Implementation-, Strategy and Structure~ Organisational Values and their Impact on Strategy; Power Games amongst Competing Players: Chief Executive and Board~ Work of Top Management~ Turnaround Management; Management of Strategic Change~ Mergers and acquisitions: Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian context.

#### **MBA (FM) - 402 : Project Study**

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of the two papers.

#### **MBA (FM) - 403: INTERNATIONAL FINANCIAL MARKETS**

##### **Objectives**

The Objective of this course is to give students an in depth knowledge of the working of International financial markets.

##### **Course contents**

History of the International Financial System - The rise and Fall of Bretton Woods, Globalization and the Growth of Derivatives, the Crash of 1994-96 and Beyond, Eurocurrency Market, Euro banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets -Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future - Central Banks and the Balance of Payments. The European Monetary system and Other Regional Artificial Currency Areas. New Instruments in International Capital Markets, International Banking and country Risk, International Portfolio Diversification, International Transfer Pricing.

## **MBA (FM) - 404 :.MANAGEMENT OF FINANCIAL INSTITUTIONS**

### **Objectives**

The objective of this course is to discuss the specific financial management problems of financial institutions including a details study of the working of the leading financial institutions in India.

### **Course Contents**

The Role and Importance of Financial Institutions; financial management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions; Evaluating Risks and Returns of Assets and Liabilities of financial Institutions: Flow of Fund Analysis of the Borrowing and Lending Behaviour of financial Institutions-, Interest Rate Analysis: Interest Rate in the Financial system: Yield Curve; Risk and Inflation-, Financial Managements of Commercial Banks; Banking Law and Regulation: Provisions of RBI's Operations; Credit and Monetary Planning; Insurance Companies-, Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India: Capital Adequacy and Capital Planning; Strategy of Growth~ Problems of Time and Cost Over Runs; Financial Planning of Financial Institutions~ financial Goals and Proforma Statements; Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, LITI, LIC, Mutual Funds, International Aspects of Financial Institutions.

## **MBA (FM) - 405: WORKING CAPITAL MANAGEMENT**

### **Objectives**

The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

### **Course Contents**

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements: Management of Cash - Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flows, Types of collection systems, Cash concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows; Managing Corporate Liquidity and financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances - Baumol Model, Beranek Model, Miller - Orr Model, Stone Model; Receivable Management - Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, discriminant Analysis, Sequential Decision Analysis; Inventory Management and Valuation, Inventory Control Models; Short-term financing,- Programming Working capital Management; Integrating Working Capital and Capital Investment Processes; Monetary System; Money Market in India: Banking System in India; the Restructuring Process; Working Capital Control and Banking Policy in India: Instruments of the International Money Market; Managing Short-term International Transactions.



## **MBA (FM) - 406: FOREIGN EXCHANGE MANAGEMENT**

### **Objectives**

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

### **Course Contents**

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting forward Rates: Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options: Currency Swaps Corporate Exposure Management: Alternative Definitions of Foreign Exchanges Risk, Exposure Information System, alternative Strategies for Exposure Management, Exposure Management Techniques, Organisation of the Exposure Management Function: Parameters and constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates- Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

## **MBA (FM) - 407: INFRASTRUCTURE FINANCE**

### **Objective**

The objective of the course is to identify the sources of infrastructure financing.

### **Course Contents**

Project Finance: Infrastructure Finance Vs. Project Finance; Evolution of Private and Commercially Financed Infrastructure Projects in India; Structural Issues - Dissatisfaction with the performance of existing PSUs, Lack of funds with the Government, Structural finance, risk participation assistance, types of guarantees, contemporary products, pricing of issues – Commercialization / corporatisation of PSLIs with the increased reliance on the capital market, Privatization; Outlook for Infrastructure Projects; Demand for Infrastructure in Future, Supply of Infrastructure Finance-, Infrastructure Finance-Scope and Avenues: Business and major players (Global and Indian), Products (Funded and non-funded) types, mezzanine finance, take-out products tax implications; Role of FI and banks and shift in portfolio of FI and banks, skills required for career in infrastructure finance; Process Flow chart of typical infrastructure projects - Process flow for MOU projects and competitively bid projects; Infrastructures finance key terms and concepts: Types of projects (BOT, BOOT, BOLT, BOO, LROT, RMOT), concession on agreements/ license agreements & key clauses therein; Key contracts (EPC, O&M, shareholders agreement) & key clauses therein (including diagram depicting typical contractual structure), Financial Closure, Role of Independent regulators - tariff fixation and dispute resolution, jurisdiction in each sector and relationship with Govt.. (Coverage would include briefly the function of TAMP, CERC, SERC, TRAI); Risk Analysis - Key risk in Infrastructure finance and litigation, allocation of risk including insurance; Infrastructure projects appraisal in a financial institution: Appraisal process, Generic issues, Internal committees and functions, Sanction/ letter of intent, Disbursement and post- disbursement process; Sectorial Outlook; Business process and opportunities for private sector participation sector wise; Advisory Servim Recent Deals.

**Institute of Economics & Finance**  
**Bundelkhand University, Jhansi**  
**Master of Finance and Control (MFC)**

- A. Course: Master of Finance and Control (MFC)
- B. **Duration:** Two years full time (each year having two semesters)
- C. **Medium of Instruction and Examinations:** English
- D. **Eligibility for Admission**

**i. Minimum eligibility with relaxation**

A candidate shall be eligible for admission to Master of Finance and Control (MFC) course if he/she has obtained bachelor's degree; B.A., B.Sc., B.Com. (Pass or Hons.) B.Tech or its equivalent degree recognized from any recognized University with a minimum forty five (45%) marks.

**Note:**

- a) 5% relaxation to SC/ ST in minimum eligibility marks.
- b) Reservation will apply as per rules
- c) Head may consider relaxation of minimum eligibility percentage in special cases if seat are available.

**ii. Procedure of admission**

Should have qualified the admission test /Interview/group discussion conducted by UPMCAT/ MAT/ Bundelkhand University or any other norms prescribed by Bundelkhand University in this regard from time to time.

Some seats are reserved for Industry Sponsored/NRI/NRI Sponsored/Foreign Candidates etc. However, they must meet the eligibility criterion as in (a) above. They will be admitted on the basis of interview, held by a selection committee constituted by the competent authority of Bundelkhand University consisting of Head & two teachers of the department.

**iii. Preparation and declaration of merit list**

Merit list will be prepared centrally by the University Admission committee/department. Head of the will also prepare a list of candidates for direct admission and admission shall be given on merit basis if seats are vacant.

**E. Fees**

- i. **Tuition fees with full details of subheads:** As Prescribed by University authority
- ii. **Rules for refund** of fees: As per university norms

**F. Course structure**

- I. The course work shall be divided into two parts as given below:

**Part I**

|                        |                                 |
|------------------------|---------------------------------|
| Semester I             | July to November                |
| Semester II            | December to April               |
| <b>SUMMER TRAINING</b> | <b>May to June (two months)</b> |

## Part II

- |  | Semester III | July to November  |
|--|--------------|-------------------|
|  | Semester IV  | December to April |
- II. During an academic year a candidate shall be enrolled only for one course of study and shall not appear at any other examination of this or another University.
- III. The semester wise course outline, total marks **allocated each** paper, internal assessment and marks in semester examinations are **listed below**. The course content is given in the syllabus

### G. Examination

#### i) Minimum Attendance

- (a) All students must attend every lecture and practical class. However, to account for the late joining or other such contingencies, the attendance requirement for appearing in the examinations shall be a minimum of 75% of the classes actually held.
- (b) In order to maintain the attendance record of a particular course, a roll call will be taken by the teacher in every scheduled lecture and practical class. For the purposes of attendance, every scheduled practical class will count as one attendance unit, irrespective of the number of contact hours.
- (c) The teacher in - charge will consolidate the attendance record for the lectures and practical for each student. Attendance on account of participation in the prescribed functions of NCC, NSS Inter- University sports, educational tours/field work assigned by the university to students shall be credited to the aggregate, provided the attendance record, duly counter signed by the officer. in charge, is sent to the I lead of Department within two weeks of time after the function/ activity, etc.
- (d) The statements of attendance of students shall be displayed on the Department's Notice Board at the end of each month and consolidated attendance before the conclusion of each semester as given in the University Calendar. A copy of the same shall be send to the head of the Department for record. Notices displayed of the Notice Board shall be deemed to be a proper notification, and no individuals notice shall be sent to students
- (e) If a student is found to continuously absent from the classes without inllorl-nation 11 or a period of 30 days, the teacher in charge shall report it to the HOD. The HOD will issue letter a notice to such students, as to why his/her admission will not be cancelled.
- (f) A students with less than 75% attendance of the lectures and practical in each subject/Course shall be detained from appearing in the semester examination. The Head of the department may consider application for the condonation of attendance up to 5% on account of sickness or any other circumstances, provided the application for condonation of attendance, duly certified by Registered Medical Practitioner and supported by documentary evidence is submitted within 7 days from the recovery.
- (g) A students detained on account of attendance will be re-admitted to the same class in the next academic year on payment of current fees except Enrolment fee, identity card 1ec and security deposits after seeking permission of the Head.

**ii) Issuance of admit cards**

The admit cards for the semester exams shall be issued at least 5 days before the commencement of each semester examinations after clearance of all dues.

**iii) Scheme/Process of evaluation**

- g) The semester examinations shall be held at the end of each semester as per notified schedule. There shall be no supplementary examination. Candidates may reappear in the examination of their uncleared courses/absent at the next semester examination of the same paper along with other students of junior batch. Thus, the left over courses of first semester shall be cleared in the III semester and those of II semester in IV semester. Likewise, leftover courses of III and IV semester would be taken by the student next year along with.
- (b) The duration of semester examinations in theory will be 3 hours.
- (c) The semester exams shall be of 70 Marks for each subject.
- (d) The question papers shall be set by either an external or an **internal examiner duly** appointed through board of studies /Vice Chancellor's approval on the panel sent by HOD.
- (e) Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a training report and present the same in the form of class seminar, at the beginning of the third semester for evaluation.
- (f) Training project report shall carry 100 marks.
- (f) The candidate shall have to make an oral presentation of his/her training report before a joint session of the faculty and students. Presentation of the report carries 50 marks.
- (h) The faculty shall evaluate the presentation at the end of each session and record of marks shall be maintained by the teacher incharge. A consolidation marks list duly signed by the Head of the Department shall be sent to the Registrar at the conclusion of presentations.
- (i) The same shall be evaluated jointly by internal and external examiner and the candidate will be required to appear for Viva-Voce. This shall carry 50 marks. In case of any difference of opinion between external and internal examiners, Head of the Department will act as a moderator.
- (j) Any candidate who fails to defend his/her training report satisfactorily shall have to undergo training afresh at the following year and defend it in similar manner as laid down above.
- (k) All students are required to present at the time of presentation. Their attendance will be taken into account while awarding marks for presentation.

- (l) Every student shall have can appropriate topic selected for doing project Report / Dissertation at the beginning of the third semester and shall submit the same and face a Viva- voce at the end of fourth semester carrying 50 marks.
- (m) A student will be required to maintain record of periodic progress in the project in a diary. He/ She should be in constant touch with his guide/supervisor and obtain his signature in the diary. There would be continuous appraisal of the project, which will carry 50 marks as apart of internal assessment.
- (n) The minimum pass marks shall be 40% in each theory/Lab course/dissertation and viva-voce (combined examination).

### **Internal Assessment**

- (a) Internal assessment for 30 marks in respect of theory papers will be based on classroom test, case discussions assignment, quizzes, presentations and viva-voce examinations etc. Course instructors shall do the evaluation and marks will be notified within a week of such test.
- h) Passing marks for internal assessment is 40% for each subject.
- i) There shall be three test in each course in each semester. However, it is up to the individual faculty member to announce the date for tests or conduct them without prior announcement. This shall carry a weightage of 15 marks two out of three class test will be considered for evaluation.
- j) Internal assessment for 15 marks shall be done by course instructor based on the classroom performance overall conduct, active participation, assement of teacher including class attendance and class participation.
- k) Consolidated marks of various components of evaluation shall be maintained by the teacher concerned and the same will be notified at the end of the semester.
- l) The internal assessment marks shall be submitted through Head of the Department to the Registrar at the end of the semester.
- m) Candidates who fails in internal assessment /found absent in any paper will not be allowed to appear in external examination of that particular paper.
- (h) A candidate who has to reappear (as an ex-student) in the examination will retain the marks of internal assessment.
- (i) A student who is required to seek re-admission for whatever reason will be required to appear for internal assessment afresh.

## **V) Moderation of question papers**

No provision is for moderation of question paper. In case of misprint found in tile examination hall, centre superintendent is empowered to take corrective decisions/actions

## **Vi) Qualifying Promotion Criteria**

- (a) A candidate who fails to secure 75% attendance in any course during a particular semester will have to seek re-admission.
- (b) No candidate shall be promoted to MFC Semester-11 if he/she fails in more that three (3) papers of MFC Semester - I Examination. Such student shall seek re-admission in Ist semester in the next academic session as a regular student.
- (c) A candidate may be promoted to Final Year if he/she has secured at least 50% marks in Semester I and Semester, II taken together.
- (d) No candidate shall be promoted to MFC Semester - IV if he/she fails in more than four (4) papers of the preceding three semesters taken together. Such student shall seek re-admission in III semester in the next academic session as a regular student.
- (e) After the declaration of the IV semester results if a candidate fails in any paper taking all the four semesters together he/she will have to reappear in these papers in convened semester in next academic year as an ex student along with the next batch.

## **vii) Declaration of results and award of degree.**

- (a) The result of the successful candidates shall be classified at the end of the final year of examination on the basis of the aggregate of marks of all subjects (theory. practical and pro etc) secured by the candidate in the I & 11 year examinations, as indicated below.

|             |                 |
|-------------|-----------------|
| Distinction | : 75% and above |
| I Division  | :60% and <75%   |
| 11 Division | : 50% and <60%  |
| Fail        | :Less than 50%  |

- (b) Candidates securing 75% or above marks in any course (s) and, having passed whole of the examination in first attempt shall be declared to have obtained Distinction in that course(s)

## **viii) Back paper and improvement- maximum number of chances**

- a. An examinee who fails to secure minimum pass marks in not more than half of the theory paper and/or in the aggregate shall be declared eligible to appear in back paper. Such candidates may be admitted provisionally to the next higher semester, subject to their clearing the backlog, as provided herein afterward.

- b. A student shall be allowed to avail **two Chance to Clear the Backlog** (ie. to appear in two subsequent examinations in continuation) provided that no student will be promoted to third semester/ final year if he has
  - I. backlog of more than 50% of the papers of semester I and 2nd semester together.
  - ii. Not submitted his project assignment.
- c. Students who are declared failed on not fulfilling conditions in para viii (a) and viii (b) above may be allowed to reappear, in subsequent examinations as an ex-student. They shall be required to appear and clear only those paper, practical, viva Projects, in which they could not secure minimum pass marks and /or in any paper in case of having failed to secure minimum pass marks in the aggregate of the semester concerned. Marks of subjects, already cleared shall be carried over, as such.

### **Span Period**

A student must complete all the requirements of MFC degree within a total period of five years from their admission. In a genuine case, if only dissertation is left to be cleared, permission may be granted to submit it even beyond the period of five years with prior approval of Vice-Chancellor/HOD.

### **ix. Re-evaluation, scrutiny and moderation of results.**

Re-evaluation, scrutiny and moderation of results shall be conducted as per the general policy of the university.

### **H. Inter University Transfer**

- i. Inter University transfer is subject to permission from the competent authority from both the institutions.
- ii. This is subject to our minimum eligibility criteria as mentioned above (**Refer Para D**)
- iii. The papers in which transferee students had passed (minimum 40% in each papers and aggregate 50% will be waived.
- iv. The previous institutions should be recognized by Bundelkhand University.

1. **Details syllabus:** Please refer the following enclosure

MASTER OF FINANCE AND CONTROL

**COURSE INPUT DETAILS**

**MFC 101**

**MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR**

**Objective**

The objective of this course is to help students understand the conceptual framework of management behavior

**Course Inputs**

1. **Schools of Management Thought:** Scientific, process, human behavior and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.
2. **Managerial Functions:** Planning - concept, significance, types; Organizing - concept, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing.; Directing; Coordinating; Control-nature, process, and techniques
3. **Organizational Behaviors:** Organizational behavior- concept and between management and organizational behavior, Emergence and ethical; Attitude.; Perception; Learning; Personality; Transactional analysis.
4. **Motivation :** Process of motivation: Theories of motivation - need hierarchy theory, theory X and theory V, two factor theory, Alderfer's ERG theory, Mc Clelands learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.
5. **Group Dynamics end Team Development:** Group dynamics - definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle - centered approach to team development.
6. **Leadership:** Concept; Leadership styles; Theories - trait theory, behavioral theory, contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
7. **Organizational Conflict:** Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and. Dysfunctional organizational conflicts; Resolution of conflict.
8. communication; Communication process; Barriers to effective communication; organizational communication; Improving communication; Transactional anal communication.
9. **Organizational Development:** Concept; Need for change, resistance to change Theories of planned change; Organizational diagnosis; OD intervention



## MFC 102 BUSINESS ENVIRONMENT

### Objective

This course develops ability to understand and scan business environment in order to analyze opportunities and take decisions under uncertainty.

### Course Inputs

1. **Theoretical Framework of Business Environment:** Concept, significance and nature of business environment; Elements of environment - internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
2. **Economic Environment of Business:** Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programs. Political and Legal Environment of Business: Critical elements of political environment;
3. **Government and business:** Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy-, Consumer Protection, Act..
4. **Socio Cultural Environment:** Critical elements of socio- cultural environment; Social Institution and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector In India; Indian business system; Social responsibility of business; Consumerism in India.
5. **International and Technological Environment:** Multinational Corporations: Foreign collaborations and Indian business; Non-resident Indian and corporate sector; International economic Institutions - WTO, World Bank, IMF and their importance to India Foreign trade policies; Impact of Rupee devaluation; Technological environment In India Policy on research and development; Patent laws; Technology transfer.

## MFC 103 MANAGERIAL ECONOMICS

### Objective

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

### Course Inputs

1. **Nature and Scope of Managerial Economics:** Objective of a firm, Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts - incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

2. **Demand Analysis:** Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand its meaning and Importance Price / elastic it/Income elasticity and cross elasticity; Using elasticity in managerial decisions.
3. **Theory of Consumer Choice:** Cardinal utility approach, indifference approach, preference and theory of consumer choice under risk, Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.
4. **Production Theory:** Production function production with one and two variable inputs; Stages of production; Economics of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions their nature, shape and interrelationship; Law of variable proportions Law of returns to scale.
5. **Price Determination under Different Market Conditions:** Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under Perfect competition, monopolistic competition, oligopoly and monopoly.
6. **Pricing Practices:** Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.
7. **Business Cycles:** Nature and phases of a business cycle; Theories of business cycles psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.
8. **Inflation:** Definition, characteristics and types; Inflation In terms of demand-pull and cost-push factors; Effects of inflation.

## MFC 104 STATISTICAL ANALYSIS

### Objective

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

### Course input

1. **Unvaried Analysis:** An overview of central tendency, dispersion, and skewness.
2. **Probability Theory:** Probability -classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.

3. **Probability Distributions:** Binomial, Poisson, and normal distributions; Their characteristics and applications.
4. **Statistical Decision Theory:** Decision environment: Expected profit under uncertainty and assigning probabilities; Utility theory.
5. **Sampling and Data Collection:** Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.
6. **Data sources - primary and secondary;** Primary data collection techniques - schedule, questionnaire, and interview.
7. **Statistical Estimation and Testing:** Point. and interval estimation of population man. proportion, and variance; Statistical testing - hypotheses and errors; Sample size; Large and small sampling tests, Z tests, T tests, and F tests.
8. **Non Parametric Tests:** Chi - square tests; Sign tests; Wilcoxon Signed-rank tests; Wald - Wolfowitz tests; Kruskal - Wallis test.
9. **Correlation and Regression Analysis:** Two variables case.
10. **Index Numbers:** Meaning and types; Weighted aggregative indices - laspeyre's and Paasch's indices; Laspeyre's and Paasch's indices compared; indices of average of (price quantity) relatives; Tests of adequacy; Special problems - shifting the base; splicing overlapping Index series; Uses and problems.
11. **Statistical Quality Control:** Causes of variations in quality characteristics; Quality control charts purpose and logic; Constructing a. control chart - computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes fraction defectives and number of defects; Acceptance sampling

## **MFC 105 FINANCIAL AND COST ACCOUNTING**

### **Objective**

The objective of this course is to enable students understand accounting concepts, tools, and techniques used for taking managerial decisions.

### **Course Inputs**

#### **A. Financial Accounting (weight age 40 marks)**

1. **Introduction:** Nature, scope and importance of financial accounting; Basic accounting concepts and conventions; Recognition of revenues and expenses; Accounting cycle and accounting equation; GAAP and accounting standards - Indian and international.

2. **Accounting Books and Final Accounts** Journal, cash book. sales books purchase etc.; Preparation of trial balance; Profit and loss account and balance sheet Bank reconciliation statement.
3. Accounting for issue and redemption of shares and debentures.
4. Final accounts of companies - an overview.
5. Valuation of Goodwill and shares.
6. Final accounts of non - profit organizations.

**B. Cost Accounting (weight age 30 marks)**

1. Cost Accounting: Meaning, importance and scope of cost accounting-, Elements of cost material, labour and overhead costs, Method and types of costing, Cost classification Cost sheet.
2. **Cost Ascertainment** : Unit costing. Job costing, Process costing; Contract costing
3. Differential costing; Incremental costing, Product Line costing
4. Reconciliation of cost and financial accounts.

## **MFC 106 MARKETING MANAGEMENT**

### **Objective**

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

### **Course inputs**

3. **Introduction:** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview.
4. **Market Analysis and Selection:** Marketing environment-macro and micro components and their Impact on marketing decisions; Market segmentation and positioning; Buyer behavior; Consumer versus organizational buyers; Consumer decision-making process.
5. **Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle strategic implications; New product development and consumer adoption process.
6. **Pricing Decisions:** Factors affecting price determination, Pricing policies and strategies; Discounts and rebates.

7. **Distribution Channels and Physical Distribution Decisions:** Nature, functions, and distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
8. **Promotion Decisions:** Communication process; promotion mix - advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget, Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques.
9. **Marketing Research:** Meaning and scope of marketing research; Marketing research process.
10. **Marketing Organization and Control:** Organizing and controlling marketing operations.
11. **Issues and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing Of services; International marketing; Green marketing; Cyber marketing Relation Ship marketing and other developments In marketing.

## **MFC 107 FINANCIAL MANAGEMENT**

### **Objective**

The objective of this course is to help students to understand the conceptual framework of financial management, and its applications under various environmental on strains.

### **Course inputs**

1. **Financial Management:** Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximization; Finance decisions - investment, financing and dividend decisions.

2. **Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

3. **Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (Weighted), Cost of equity and CAPM.

4. **Operating and Financial Leverage:** Measurement of leverages; Effects of operating and financial leverage on profit; Analyzing alternate financial plans; Combined financial and operating leverage.

**Capital Structure Theories:** Traditional and M.M. hypothesis without taxes and with taxes; Determining capital structure in practice.

**6.Dividend Policies:** Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis. dividend and uncertainty~ relevance of dividend, Dividend policy in practice; Forms of dividends; Stability In dividend policy; Corporate, dividend behavior.

**7.Management of Working Capital:** Meaning, significance and types of working capital: Calculating operating)-cycle period and estimation of working capital requirements; Finalizing of working capital and norms of bank finance; Sources of working capital-, - Factorizing services. Various committee reports on bank finance; Dimensions 'working capital management.

**8. Management pf cash, receivables and inventory.**

## MFC 201 ACCOUNTING FOR MANAGERIAL DECISIONS

### Objective

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

### Course Inputs

- 1. Introduction to Accounting:** Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions; Management accountants position, role, and responsibilities.
- 2. Accounting Plan and Responsibility Centre:** Meaning and significance of responsibility accounting; Responsibility centre --cost centre,- profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centre.
- 3. Budgeting:** Definition of budget; Essentials of budgeting; Types of budgets - fictional, master, etc.; Fixed and flexible budget; Budgetary control; Zero-base budgeting Performance budgeting.
- 4. Standard Costing and Variance Analysis:** Standard costing as a control technique; ,Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing
- 5. Marginal Costing end Break-even Analysis:** Concept of marginal cost; Marginal costing and absorption costing, Marginal costing versus direct costing; Cost-Volume - profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis: Decisions regarding sales-mix. make or by decisions and discontinuation of a product line etc.
- 6. Analyzing Financial Statements:** I horizontal. vertical and ratio analyses, Cash flow analysis.
- 7. Contemporary Issues in Management Accounting:** Value chain analysis: Activity based costing: Quality Costing Target and life - cycle costing.
- 8. Reporting to management:** Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

## MFC 202 COMPUTER APPLICATION IN BUSINESS

### Objective

The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant software's in managerial decision making.

### Course Inputs

1. **Computer Hardware:** Computer system as information processing system\*, Computer system differences - types of computer systems hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.
2. **Personal Computers:** PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.
3. **Modern Information Technology:** Basic idea of Local Area Networks (.LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing, Multimedia.
4. **Introduction to Operating Systems:** Software needs, operating systems, application software's, programming languages: DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.
5. **Word Processing:** Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting - text and documents; Sorting end tables; Working with graphics, Introduction to mail-merge.
6. **Spread Sheets:** Working with EXCEL - formatting, functions, chart features; Working with graphics In Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.
7. **Presentation with Power-Point:** Power-point basics, creating presentations the easy way; Working with graphics In Power-Point: Show time, sound effects and animation effects.
8. **Introduction to Lotus Smart Suite for Data Sheet Analysis:** Structure of spreadsheet and Its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell *reference*; Using various built-In functions- mathematical, statistical, logical and finance functions; Goal seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.
9. **Introduction to Accounting Packages:** Preparation of vouchers, invoice and statements; Maintenance of inventory records; Maintenance of accounting books and fins accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Software), Talley etc
9. **Introduction to Statistical Packages:** Usage of statistical packages for analysis in research –Lotus and Excel, SPSS; SYSTAT.



## MFC 203 FINANCIAL INSTITUTIONS AND MARKETS

### Objective

This course aims at providing students with an understanding of the structure, organization, and working of financial markets and institutions in India.

### Course Input;

- 1. Introduction:** Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system - an overview.
- 2. Financial Markets:** Money and capital markets; Money market - meaning, constituents, functions of money market; Money market instruments call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends In Indian money market; Capital market - primary and secondary market; Depository system; Government securities market; Role of SEBI - an overview; Recent developments.
- 3. Reserve Bank of India:** Organization, management and functions; Credit creation and credit control; Monetary policy.
- 4. Commercial Banks:** Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.
- 5. Development Banks:** Concept, objectives, and functions of development banks-, Operational and promotional activities of development banks. IFCI, ICICI, IDBI, IRBI, SIDBI. State development banks, state financial corporation.
- 6. Insurance Sector:** Objectives, role, investment practices of LIC and IRDA; Insurance Regulatory and Development Authority- role and functions.
- 7. Unit Trust of India:** Objectives, function and various schemes UTI Role of UTI in industrial finance.
- 8. Non-Banking Financial Institutions:** Concept and role of non-banking financial institute Sources of financial; functions of non-banking- financial institute investment policies of non banking, financial institution in India.
- 9. Mutual Funds:** Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes In India - an overview.

10. **Merchant Banking:** Concept, functions and growth; Government policy on mar banking services; SEBI guidelines; Future of merchant banking In India.
11. **Interest Rate Structure:** Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure.
12. **Foreign Investments:** Types, trends and implications; Regulatory framework for foreign investments in India.

## **MFC 204 CORPORATE LEGAL FRAMEWORK**

### **Objective**

The objective of this course Is to familiarize students with the relevant provisions of various laws influencing business.

### **Course Inputs**

1. **Indian Contract Act, 1872:** Definitions, essentials of a valid contract, offer, acceptance, free consent, consideration, legality of object, capacity to contract. discharge of contact, consequences of breach of contract.
2. **Sale of Goods Act:** Definitions, conditions and warranties; Transfer of property, rights of unpaid seller.
3. **The Negotiable Instruments Act, 1881:** Definitions, types of negotiable instruments; Negotiation; Holder and holder in due course; Payment in due course; Endorsement and crossing of cheque Presentation of negotiable instruments.
4. **The Companies Act, 1956:** Definitions and types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership; Meetings and resolutions; Company managements; Winding up and dissolution of companies.
5. **FEMA, 2000.**
6. **Restrictive and Unfair Trade Practices, Consumer Protection Act:** MRTP Act 1969 monopolistic trade practices; Restrictive trade practices; Unfair trade practices; The Consumer Protection Act 1986.-salient features; Definition of consumer, rights of consumer; Grievance redresses machinery.
7. **SEBI Act, 1992.**
8. **WTO:** Regulatory framework of WTO; Basic principles and charter of WTO; Provisions relating to preferential treatment to developing countries; Regional groupings; Technical standards; Antidumping duties and other NTBs; Custom valuation; Dispute settlement, TRIPs and TRIMs.

## MFC 205 INVESTMENT MANAGEMENT

### Objective

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

### Course input

1. **Investment:** Nature and scope of investment analysis; Elements of investment return, risk and time elements; Objectives of investment; Security return and risk analysis; Measurement of return and risk; Approaches to investment analysis.
2. **Types of Investments:** Financial investments - securities and derivatives, deposits, tax sheltered Investments; Non-financial investment real estate, gold and other types and their characteristics; Sources of financial information.
3. **Fundamental Analysis:** Economic analysis, industry analysis and company analysis.
4. **Technical Analysis:** Various prices and volume indicators, indices and moving averages; Interpretation of various types of trends and indices.
5. **Efficient Market Hypothesis:** Weak, semi-strong and strong market; Testing of different forms of market efficiency and their significance.
6. **Valuation of Fixed income Securities:** Bonds, debentures, preference shares, and convertible securities.
7. **Valuation of Variable Income Securities:** Equity shares
8. **Investment by Individuals:** Investment policies of individuals; Tax saving schemes India.

## MFC 206 SECURITY MARKET OPERATIONS

### Objectives

This course aims at equipping students with the practical knowledge about the functioning of primary markets and stock exchanges.

### Course inputs

1. **Security Markets - Legal Environment :** SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines for P11's.

2. **Security Markets:** Primary and secondary market; Primary market- its role and functions; Methods of selling securities in primary market; New financial Instruments.
3. **New Issues:** SEBI guidelines for public issues - pricing of Issue, promoters' contribution, appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc; "Under writing of issues; Allotment of shares; Procedures for new issues; O-trading.
4. **Secondary Market:** Role, importance, organization. of stock exchanges; Listing of securities In stock exchanges; Trading mechanism- screen based trading; Insider trading; Take - over; Internet based trading.
5. **Depository:** Role and need; The Depositories Act, 1996; SEBI (Depositories and Participants Regulation) 1996; SEBI (Custodian of Securities) Regulation 1996; National Securities Depository Ltd. (NSDL); Depository participant.
6. **NSC and OTCEI:** National Stock Exchange and Over the Counter Exchange - role, organization and management; Listing rules, procedure including formats, formalities; Accounting records for buying/ selling transactions; Nature of transactions - cash and forward: Settlement of trades.
7. **Derivative Trading:** Future and options- concept, meaning and Importance; Methods of trading; Valuation of options.
8. **Funds from International Markets:** P11's, Euro issues, ADR, GDR's and FDL Guidelines for liaising finds from the International markets through various instruments.
9. **Credit Rating:** Meaning and necessity; Credit rating agencies; Methodology of credit rating.
10. **Share Price Indices:** Need and importance; Compiling of index numbers and interpretation

## **MFC 207 FUNDS MANAGEMENT IN COMMERCIAL BANKS AND INSURANCE SECTOR**

### **Objective**

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

### **Course Inputs**

1. **Liquidity Management in Commercial Funds:** Theories of liquidity management; Priorities in the employment of bank funds; Problems in resource allocation in India.
2. **Management of Capital Funds in Commercial Banks:** Meaning and functions of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy.
3. **Management of Primary Reserves:** Nature and purpose of primary reserves; Legal reserves-nature and fiction; Working reserve-nature and fiction; Cash management in commercial banks.
4. **Management of Secondary Reserves:** Nature and function of secondary reserves; Factors influencing secondary reserves; Estimation and management of secondary reserves.
5. **Management of Bank Deposits:** Relevance of marketing approach to deposit mobilization in banks: Concept of bank marketing; Formulating marketing strategies for commercial banks-opportunity analysis, target market, competitive positioning; Implementing marketing strategy.
6. **Management of Bank Loans:** Characteristics of commercial loans: Loan policy in a commercial bank; Evaluating loan application credit information, credit analysis, credit decision; Priority sector lending policies of commercial banks In India.
7. **Management of Bank Investments:** Nature and principles of security investment of commercial banks: Formulating investment policy: Volume and pattern of investment of commercial banks In India.
8. **Performance Evaluation and Monitoring In Banks:** Performances of banks- branch expansion, deposit mobilization and credit deployment; Profitability performance; Structure and pattern of income and expenditure in commercial banks In India.
9. **Principles and Practice of General Insurance:** Meaning, functions and scope of life, fire, engineering, accident, marine and aviation Insurance; insurance Act 193 8.
10. **Risk Management Through Insurance:** Role of insurance; Benefits and limitations; Risk management policies - fire Insurance; Engineering insurance - machinery breakdown. Insurance Public liability insurance- compulsory public liability insurance, products liability, professional indemnities, employers' liability insurance; Special features- types of cover marine Insurance, aviation insurance including inland rail/road transit insurance.

## MFC 301 OPERATIONS RESEARCH

### Objective

This course aims at developing an understanding of the applications of operations research techniques to business and Industry.

### Course Inputs

1. **Operations Research:** Concept and significance of operations research; Evolution of operations research; Steps In designing operations research studies; Operations research models.
2. **Linear Programming and its Applications:** Graphic method and simplex method; Duality problem; Transportation problem Assignment problem.
3. **Introduction to Other Types of Programming:** Goal programming; Integer programming; Dynamic programming; Non linear programming (Introductory only).
4. **Waiting Line Models:** Walters and services; mathematical distribution of queuing theory and application.
5. **Inventory Control:** Deterministic models and probabilistic models.
6. **Game Theory:** Zero sum game; Pure and mix strategies; Criteria of sharing strategies.
7. **Simulation:** Application of simulation techniques; Monte-Carlo approach.
8. **Net -Work Analysis:** Introduction to PERT and: CPM; Application areas of PERT and CPM.

## MFC 302 FINANICAL SERVICES MARKETING

### Objective

This course acquaints students with the concept and tools and techniques of marketing financial services.

### Course Inputs

1. **Financial Service:** Role, concepts, nature and characteristics: Financial services marketing versus marketing: Services marketing triangle; Strategic financial services marketing planting an overview.

2. **Marketing Environment:** Analyzing financial services marketing environment macro and micro components; Understanding financial services customer; Service quality – GAP model and quality dimensions.
3. **Market Segmentation and Positioning:** Segmenting financial services markets need and bases; Market selection; Positioning of financial services need, process and bases.
4. **Marketing Mix Strategy Development and Project Planning:** Need for expanded marketing mix; Concept of financial product; Product levels; Major product decisions branding and product mix decisions, customer service strategy; Product life cycle and new product development; innovation, diffusion and adoption.
5. **Pricing, Promotion and Distribution Decisions:** Price determination - factors, process and strategies; Promotion of financial products - communication process, promotion mix planning - advertising, personal selling, public relations and sales promotion; Distribution strategies and channel alternatives.
6. **Planning for Other Ps:** Process planning - role of blueprinting; Matching of demand and supply, People - employees and customers, their role and management; Managing physical evidence.
7. **Customer Relationship Management.**
8. **Service Marketing Application:** Marketing, retention strategies of some special fund and non-fund based financial services leasing and hire purchase services, consumer finance Insurance and factoring; Mutual funds and credit cards.

## **MFC 303 INTERNATIONAL FINANCE**

### **Objective**

This course helps students understand the conceptual frame work of International finance and use thereof in making financial decisions.

### **Course Inputs**

- 1 . **International Monetary and Financial System:** Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system meaning and scope.

2. **Balance of Payment and International Linkages:** Balance of payments and Its components; International flow of goods, services and capital; Coping with current account deficit.
3. **International Financial Markets and Instruments:** International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.
4. **Foreign Exchange Markets:** Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets-, Foreign exchange market -cash and spot markets; Exchange rate quotes; L.ERMS; Factors affecting exchange rates -spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement In India; Exchange dealings and currency possession: Information and communication; Foreign exchange trades.
5. **Foreign Exchange Risk:** Transaction exposure, translation exposure and economic exposure:, Management of exposures- internal techniques, netting, marketing. leading and lagging, pricing policy, asset and liability management and techniques.
6. **Management of Risk in Foreign Exchange Markets:** Forex derivatives- swaps, future and option and forward contracts.
7. **International Capital and Money Market instruments:** GDRs, ADRs. IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate Instruments, loan syndication and Euro deposits
8. **Multilateral Financial Institutions:** Role of IMF, IBRD and other development banks; International investors and foreign Investment Institutions.
9. **Current Development:** International indebtedness; Capital account convertibility - pros and cons; innovations in International financial instruments.

## **MFC 304 PORTFOLIO MANAGEMENT**

### **Objective**

The objective of this course Is to enable students learn various methods of building portfolios, evaluation, and revision under venous economic environmental constraints.

### **Course Inputs**

1. **Portfolio Management:** Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation,



2. **Portfolio Analysis:** Estimating rate of return and standard deviation of portfolio returns; Effects of Combining securities; Markowitz risk-return optimization.
3. **Single Index Model:** Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimization solution,
4. **Capital Market Theory:** Capital market line, security market line; Risk free lending and borrowing: Recent developments.
5. **Factor Models:** Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; Two factor and multi factor models.
8. **Portfolio. Construction:** Techniques of portfolio construction.
7. **Portfolio Performance Evaluation:** Measure Of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.
8. **Market Efficiency:** Concept, Importance and status of Indian capital market.

## **MFC 305 E - COMMERCE**

### **Objective**

The objective of this course is to enable students gain knowledge about e-commerce and its various components.

### **Course Inputs**

1. **Introduction to E-Commerce:** Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.
2. **Internet Concepts and Technologies:** Concept and evolution of internet; Web technologies global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; Benefit of hypertext, URL, HTTP, HTML Servers, HTML Forms and CGI gateway service.
3. **Business Model of E - Commerce and Infrastructure:** E-commerce models; Supply chain management, product and service digitization, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.

4. **Business to Consumer E-Commerce:** Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritization, order scheduling, order fulfilling and order billing and payment delivery, management; Post sales services.
5. **Web-site Design:** Role of web site In B2C e-commerce; Web-site strategies and web-site design principles; Push and pull technologies, alternative methods of customer communication.
6. **Electronic Payment Systems:** Special features required in payment systems for e-commerce;. Types of e-payment systems; E-cash and currency servers, e-cheque, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risks of payment systems; Risk management options in e-payment systems; Components of an effective electronic payment system.
7. **Business to Business E-Commerce:** Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards. VANs, Costs EDI Infrastructure, features of EDI service arrangement, internet-based. EDI and ITP based messaging.
8. **E-Business:** World class management, mass customization and product differentiation; Organization restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.
9. **Internet Protocols:** Layers and networking, OSI layering and TCP layering; TCP, UDP, IP, DNS, SLIP and PPP; Emerging scenario in ISP.
10. **Security Issues in E-commerce:** Security risks of e-commerce, exposure of resources) types of threats, sources of threat, security tools and risk-management approach, e-commerce security and a rational security policy for e-commerce; Corporate Digital Library; IT Act 2000.
11. **Regulatory and Legal Framework of E-Commerce:** Cyber laws - aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.
12. **Multi - Media and E-Commerce:** Concept and role of multimedia; Multi-media technologies; Digital video and digitization of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

## **MFC 306 CORPORATE TAX PLANNING AND MANAGENET**

### **Objective**

This course aims at making students conversant with the concept of corporate tax planning and Indian tax laws, as also their implications for corporate management.

### **Course Inputs**

1. **Introduction to Tax Management:** Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax.
2. **Tax Planning for New Business:** Tax planning with reference to location, nature and form of organization of new business.
3. **Tax Planning and Financial Management Decision:** Tax planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.
4. **Tax Planning and Managerial Decisions:** Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, replace, renewal or renovation, and shutdown or continue decisions.
5. **Special Tax Provisions:** Tax provisions relating to free trade zones, infrastructure sector and backward areas: Tax Incentives for exporters.
6. **Tax Issues Relating to Amalgamation:** Tax Planning with reference to amalgamation of companies.
7. **Tax Payment:** Tax deductions and collection at source; Advance payment of tax

## **MFC 307 TRAINING REPORT AND PRESENTATION**

Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.

## MFC 401 STRATEGIC MANAGEMENT

### Objective

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

### Course Inputs

1. **Concept of Strategy:** Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.,
2. **Environmental Analysis and Diagnosis:** Concept of environment and its components-, Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.
3. **Strategy Formulation and Choice of Alternatives:** Strategies- modernization, diversification, integration; Merger, take-over and joint strategies; Turnaround,, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies- cost leadership, differentiation, focus value chain analysis, bench marking, service blue printing.
4. **Functional Strategies:** Marketing, production! operations and R&D plans and polices.
5. **Functional Strategies:** Personnel and financial' plans and policies.
6. **Strategy Implementation:** Inter-relationship between formulation and implementation; Issues In strategy implementation; Resource allocation.
7. **Strategy and Structure:** Structural considerations, structures for strategies; Organizational design and change.
8. **Strategy Evaluation:** Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.
9. **Global issues In Strategic Management**

## **MFC 402 PROJECT PLANING AND CONTROL**

### **Objective**

The objective of this course Is to enable students learn the process and issues relating to preparation, appraisal, review, and monitoring of projects.

### **Course Inputs**

1. **Identification of Investment Opportunities:** Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.
2. **Market end Demand Analysis:** Information required for market and demand analysis; Sources of Information- primary and secondary; Demand forecasting.
3. **Technical Analysis:** Materials and inputs; Production technology; Product mix; Plant - location and layout; Selection of plant and equipment.
4. **Cost of Project and Means of Financing:** Major cost components; Means of financing; Planning capital structure; Various financing schemes of financial institutions.
5. **Profitability, Financial Projections and Tax Considerations:** Cost of production; Break even analysis; Projected balance sheet, profit and toss account and cash flows statement; Provisions and considerations for computing taxable income.
6. **Appraisal Criteria end Appraisal Process:** Methods, of appraisal under certainty and risk and uncertainty; Investment. appraisal in practice; Process followed by financial institutions; Project appraisal techniques.
7. **Social Cost Benefit Analysis:** Rationale for social cost benefit analysis; Methodology of SCBA; L&M approach and UNIDO approach; Measurement of the impact on distribution; SCBA in India.
8. **Network Technique for Project Implementation, Monitoring end Control:** PERT and CPM techniques; Critical path, event slacks and activity floats; Scheduling to match availability of manpower; Measures Of variability and probability of completion by a specified date; Project implementation practices in India.

## **MFC 403 STRATEGIC FINANCIAL MANAGEMENT**

### **Objective**

The objective of this course is to acquaint students with the advanced concepts of financial management and the application of the same in developing financial strategies for the organization.

### **Course Inputs**

1. **Financial Policy and Strategic Planning:** Components of financial strategy, Objectives and goals; Strategic planning process.

2. **Investments Decisions under Risk and Uncertainty:** Techniques of investment decision risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate strategy and high technology investment.
3. **Expansion and Financial, Restructuring:** Mergers and amalgamations – corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and Distress restructuring.
4. **Leasing:** Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee; Lease versus buy decision.
5. **Venture Capital:** Concept and developments in India; Process and methods of financing, fiscal Incentives.
6. **Financing Strategy:** Hybrid securities namely convertible and non-convertible debentures deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.
7. **Corporate Strategy, Financial Policy and Shareholder Value Creation:** Linkage between corporate strategy and financial strategy-, Implications of capital budgeting, capital structure and dividend policy on corporate strategy, Shareholder value - creation, measurement, and management.
8. **Managing Financial Risk with Derivatives:** Derivative securities: Hedging risk, Future markets; Forward contracts; Option contracts; interest rate swaps; Currency contracts

## **MFC 404 MANAGEMENT INFORMATION SYSTEM**

### **Objective**

The objective of the course is to develop an understanding of the structure and role of management Information systems in business.

### **Course Inputs**

1. **Introduction:** Concept evolution and meaning of MIS; Goals of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.
2. **Information and Managerial Effectiveness:** Information as a corporate resource, pervasiveness of Information, types of Information operational, tactical and strategic;

Level of management and information needs of management; Process of generation of information; Quality of information; Information systems for finance, marketing, manufacturing, research and development and human resource areas.

3. **Information Systems:** information systems and their role in business systems, changing role of Information systems, users of information systems; Types of information system - transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.
- 4 **System Development Life Cycle:** Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; information system audit.
5. **Development and Management of Data Bases:** Relational databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalization process.
6. **Data Communication and Networking:** Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone; Intranets and collaborative processing.
7. **Implementation, Evaluation and Maintenance of System:** Methods and steps in implementation of system; Approaches and process of evaluating MIS.
- 8 **Security Issues Relating to information Systems:** Threats to information systems; Vulnerability, risk and control measures.

## **MFC 405 MULTINATIONAL FINANCIAL MANAGEMENT**

### **Objective**

This course offers an understanding of the conceptual framework within which the key financial decisions of multinational firms are analyzed.

### **Course Input**

- I. **Multinational Financial Management:** Growth and importance of international finance; Types of risk in International finance; Rewards in international finance.

2. **Multinational Working Capital Management:** Short-term overseas financing source International management of cash, accounts receivables and inventory management.
3. **Multinational Investment Decisions:** Capital Budgeting for multinational corporations.
4. **Financing Decision:** Cost of capital for foreign investment and designing financial structure.
5. **International Financing:** Equity financing, bond financing, bank financing, direct loans. Government and development bank lending.
6. **Political Risk:** Measurement of political risk, management of political risk, political risk analysis in capital budgeting.
7. **Portfolio Investment:** Benefits of International portfolio investment, Spreading risk, International capital asset pricing, International diversification.
8. **International Tax Management:** Corporate taxes, Value Added Tax (VAT), Withholding Taxes, duties and tariffs; Branch versus subsidiary taxes. Tax havens.
9. **International Accounting and Reporting:** foreign currency translations; Multinational transfer pricing and performance measurement; Consolidated financial reporting; International accounting standards.

## **MFC. 406 DERIVATIVES AND RISK MANAGEMENT**

### **Objective**

This course introduces students to the application of various tools and techniques of financial risk management.

### **Course Inputs**

1. **Introduction:** Meaning and purpose of derivatives; Forward contracts, fixture contracts, options, swaps and other derivatives; Type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations.
2. **Sources of Financial Risk:** Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.
3. **Options:** Types of Options; Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black - Scholes model for Call Options; Valuation of put options Index options; Option markets. exchange traded options, over-the-counter options, quotes, trading, margins, clearing; regulation and taxation; Warrants and convertibles.
4. **Futures:** Hedgers and speculators; Future contracts; Future markets- clearing house, margins, trading, future positions and taxation; Future prices and spot prices; Forward prices vs fixture prices; Futures vs options.



5. **SWAPS:** Mechanics of Interest rate swaps, valuation of interest rate swaps; Currency swaps and its valuation; Credit risk and swaps.
6. **Managing Market Risk:** Hedging schemes- delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio Insurance.
7. **Derivatives Market In India:** Present position in India regulation. Working and trading activity.

### **MFC 407 PROJECT REPORT AND VIVA VOCE**

Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.

**New syllabus will be effective from 2010-2011 onwards**

Institute of Economics & Finance

Bundelkhand University, Jhansi

**[Master of Business Economics (Finance) MBE]**

**This Course (M.B.E.) will run from the session 2010-2011. Prior to this course MBEF is an approved course Up to 2010-2011 by the academic council held on 11/09/2001**

- A. Course: Master of Business Economics (Finance) MBE
- B. Duration: Two years full time (each year having two semesters)
- C. Medium of Instruction and Examinations: English
- D. Eligibility for Admission

**i. Minimum eligibility with relaxation**

A candidate shall be eligible for admission to Master of Business Economics (Finance) MBE course if he/she has obtained bachelor's degree; B.A., B.Sc., B.Com. (Pass or Hons.) B.Tech or its equivalent degree recognized from any recognized University with a minimum forty five (45%) marks.

**Note:**

- a) 5% relaxation to SC/ ST in minimum eligibility marks.
- b) Reservation will apply as per rules
- c) Head may consider relaxation of minimum eligibility percentage in special cases if seat are available.

**ii. Procedure of admission**

Should have qualified the admission test /Interview/group discussion conducted by UPMCAT/ MAT/ Bundelkhand University or any other norms prescribed by Bundelkhand University in this regard from time to time.

Some seats are reserved for Industry Sponsored/NRI/NRI Sponsored/Foreign Candidates etc. However, they must meet the eligibility criterion as in (a) above. They will be admitted on the basis of interview, held by a selection committee constituted by the competent authority of Bundelkhand University consisting of Head & two teachers of the department.

**iii. Preparation and declaration of merit list**

Merit list will be prepared centrally by the University Admission committee/department. Head of the will also prepare a list of candidates for direct admission and admission shall be given on merit basis if seats are vacant.

**E. Fees**

- i. Tuition fees with full details of subheads: As Prescribed by University authority
- ii. Rules for refund of fees: As per university norms

**F. Course structure**

- I. The course work shall be divided into two parts as given below:

Part I Semester I                      July to November  
Semester II                                December to April

**SUMMER TRAINING    May to June (two months)**

Part II  
Semester III                                July to November  
Semester IV                                December to April

- II. During an academic year a candidate shall be enrolled only for one course of study and shall not appear at any other examination of this or another University.
- III. The semester wise course outline, total marks allocated each paper, internal assessment and marks in semester examinations are listed below. The course content is given in the syllabus

**G. Examination**

**i) Minimum Attendance**

- (a) All students must attend every lecture and practical class. However, to account for the late joining or other such contingencies, the attendance requirement for appearing in the examinations shall be a minimum of 75% of the classes actually held.
- (b) In order to maintain the attendance record of a particular course, a roll call will be taken by the teacher in every scheduled lecture and practical class. For the purposes of attendance, every scheduled practical class will count as one attendance unit, irrespective of the number of contact hours.
- (c) The teacher in - charge will consolidate the attendance record for the lectures and practical for each student. Attendance on account of participation in the prescribed functions of NCC, NSS Inter-University sports, educational tours/field work assigned by the university to students shall be credited to the aggregate, provided the attendance record, duly counter signed by the officer. in charge, is sent to the I lead of Department within two weeks of time after the function/ activity, etc.
- (d) The statements of attendance of students shall be displayed on the Department's Notice Board at the end of each month and consolidated attendance before the conclusion of each semester as given in the University Calendar. A copy of the same shall be send to the head of the Department for record. Notices displayed of the Notice Board shall be deemed to be a proper notification, and no individuals notice shall be sent to students
- (e) If a student is found to continuously absent from the classes without inllorl-nation 11 or a period of 30 days, the teacher in charge shall report it to the HOD. The HOD will issue letter a notice to such students, as to why his/her admission will not be cancelled.

- (f) A students with less than 75% attendance of the lectures and practical in each subject/Course shall be detained from appearing in the semester examination. The Head of the department may consider application for the coordination of attendance up to 5% on account of sickness or any other circumstances, provided the application for coordination of attendance, duly certified by Registered Medical Practitioner and supported by documentary evidence is submitted within 7 days from the recovery.
- (g) A students detained on account of attendance will be re-admitted to the same class in the next academic year on payment of current fees except Enrolment fee, identity card fee and security deposits after seeking permission of the Head.

ii) **Issuance of admit cards**

The admit cards for the semester exams shall be issued at least 5 days before the commencement of each semester examinations after clearance of all dues.

iii) **Scheme/Process of evaluation**

- n) The semester examinations shall be held at the end of each semester as per notified schedule. There shall be no supplementary examination. Candidates may reappear in the examination of their uncleared courses/absent at the next semester examination of the same paper along with other students of junior batch. Thus, the left over courses of first semester shall be cleared in the III semester and those of II semester in IV semester. Likewise, leftover courses of III and IV semester would be taken by the student next year along with.
- (b) The duration of semester examinations in theory will be 3 hours.
  - (c) The semester exams shall be of 70 Marks for each subject.
  - (d) The question papers shall be set by either an external or an internal examiner duly appointed through board of studies /Vice Chancellor's approval on the panel sent by HOD.
  - (e) Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a training report and present the same in the form of class seminar, at the beginning of the third semester for evaluation.
  - (f) Training project report shall carry 100 marks.
  - (f) The candidate shall have to make an oral presentation of his/her training report before a joint session of the faculty and students. Presentation of the report carries 50 marks.
  - (h) The faculty shall evaluate the presentation at, the end of each session and record of marks shall be maintained by the teacher incharge. A consolidation marks list duly signed by the Head of the Department shall be sent to the Registrar at the conclusion of presentations.

- (i) The same shall be evaluated jointly by internal and external examiner and the candidate will be required to appear for Viva-Voce. This shall carry 50 marks. In case of any difference of opinion between external and internal examiners, Head of the Department will act as a moderator.
- (j) Any candidate who fails to defend his/her training report satisfactorily shall have to undergo training afresh at the following year and defend it in similar manner as laid down above.
- (k) All students are required to present at the time of presentation. Their attendance will be taken into account while awarding marks for presentation.
- (l) Every student shall have can appropriate topic selected for doing project Report / Dissertation at the beginning of the third semester and shall submit the same and face a Viva-voce at the end of fourth semester carrying 50 marks.
- (m) A student will be required to maintain record of periodic progress in the project in a diary. He/She should be in constant touch with his guide/supervisor and obtain his signature in the diary. There would be continuous appraisal of the project, which will carry 50 marks as apart of internal assessment.
- (n) The minimum pass marks shall be 40% in each theory/Lab course/dissertation and viva-voce (combined examination).

### **Internal Assessment**

- (a) Internal assessment for 30 marks in respect of theory papers will be based on classroom test, case discussions assignment, quizzes, presentations and viva-voce examinations etc. Course instructors shall do the evaluation and marks will be notified within a week of such test.
- (o) Passing marks for internal assessment is 40% for each subject.
- (p) There shall be three test in each course in each semester. However, it is up to the individual faculty member to announce the date for tests or conduct them without prior announcement. This shall carry a weightage of 15 marks two out of three class test will be considered for evaluation.
- (q) Internal assessment for 15 marks shall be done by course instructor based on the classroom performance overall conduct, active participation, assement of teacher including class attendance and class participation.
- (r) Consolidated marks of various components of evaluation shall be maintained by the teacher concerned and the same will be notified at the end of the semester.

- s) The internal assessment marks shall be submitted through Head of the Department to the Registrar at the end of the semester.
- t) Candidates who fails in internal assessment /found absent in any paper will not be allowed to appear in external examination of that particular paper.
- (h) A candidate who has to reappear (as an ex-student) in the examination will retain the marks of internal assessment.
- (i) A student who is required to seek re-admission for whatever reason will be required to appear for internal assessment afresh.

V) Moderation of question papers

No provision is for moderation of question paper. In case of misprint found in tile examination hall, centre superintendent is empowered to take corrective decisions/actions

**Vi) Qualifying Promotion Criteria**

- (a) A candidate who fails to secure 75% attendance in any course during a particular semester will have to seek re-admission.
- (b) No candidate shall be promoted to MFC Semester-11 if he/she fails in more that three (3) papers of MFC Semester - I Examination. Such student shall seek re-admission in Ist semester in the next academic session as a regular student.
- (c) A candidate may be promoted to Final Year if he/she has secured at least 50% marks in Semester I and Semester, II taken together.
- (d) No candidate shall be promoted to MFC Semester - IV if he/she fails in more than four (4) papers of the preceding three semesters taken together. Such student shall seek re-admission in III semester in the next academic session as a regular student.
- (e) After the declaration of the IV semester results if a candidate fails in any paper taking all the four semesters together he/she will have to reappear in these papers in convened semester in next academic year as an ex student along with the next batch.

vii) Declaration of results and award of degree.

- (a) The result of the successful candidates shall be classified at the end of the final year of examination on the basis of the aggregate of marks of all subjects (theory. practical and pro etc) secured by the candidate in the I & 11 year examinations, as indicated below.

|             |                 |
|-------------|-----------------|
| Distinction | f 75% and above |
| I Division  | f 60% and <75%  |
| II Division | f 50% and <60%  |
| Fail        | Less than 50%   |

- (b) Candidates securing 75% or above marks in any course (s) and, having passed whole of the examination in first attempt shall be declared to have obtained Distinction in that course(s)

**viii) Back paper and improvement- maximum number of chances**

- a. An examinee who fails to secure minimum pass marks in not more than half of the theory paper and/or in the aggregate shall be declared eligible to appear in back paper. Such candidates may be admitted provisionally to the next higher semester, subject to their clearing the backlog, as provided herein afterward.
- b. A student shall be allowed to avail two Chance to Clear the Backlog (ie. to appear in two subsequent examinations in continuation) provided that no student will be promoted to third semester/ final year if he has
- i. backlog of more than 50% of the papers of semester I and 2nd semester together.
  - ii. Not submitted his project assignment.
- c. Students who are declared failed on not fulfilling conditions in para viii (a) and viii (b) above may be allowed to reappear, in subsequent examinations as an ex-student. They shall be required to appear and clear only those paper, practical, viva Projects, in which they could not secure minimum pass marks and /or in any paper in case of having failed to secure minimum pass marks in the aggregate of the semester concerned. Marks of subjects, already cleared shall be carried over, as such.

**Span Period**

A student must complete all the requirements of MBE degree within a total period of five years from their admission. In a genuine case, if only dissertation is left to be cleared, permission may be granted to submit it even beyond the period of five years with prior approval of Vice-Chancellor/HOD.

**ix. Re-evaluation, scrutiny and moderation of results.**

Re-evaluation, scrutiny and moderation of results shall be conducted as per the general policy of the university.

**H. Inter University Transfer**

- i. Inter University transfer is subject to permission from the competent authority from both the institutions.
  - ii. This is subject to our minimum eligibility criteria as mentioned above (Refer Para D)
  - iii. The papers in which transferee students had passed (minimum 40% in each papers and aggregate 50% will be waived.
  - iv. The previous institutions should be recognized by Bundelkhand University.
1. *Details syllabus: Please refer the following enclosure*

## SYLLABUS

### **BE 101                    Managerial economics**

1. Consumer Behavior: Law of demand, The demand function, Elasticity: Price, cost, income, advertising elasticities etc., Basic ideas of demand estimation and forecasting; Indifference curves analysis, Substitutes and Complements, Normal and inferior goods; Consumer's surplus, Consumption function and inter temporal choice.
2. Production analysis: Production functions, Economic and technical efficiency, Isoquant curves and choice of optimal combination of factors of production, Economies of scale and law of variable proportions cost curves and their estimation Long-run and short-run cost analysis, integration and growth of firms- concept of capacity utilization.
3. Price and output decisions under different forms of market structure - Perfect competition, Monopoly, Monopolistic Competition, Discriminating monopoly, Collusive (Cournot's duopoly Model, Chamberlain's oligopoly model, Kinked demand model, Stackelberg's duopoly model) and Non-collusive oligopoly (cartels and joint profit maximization, Market-sharing cartels), Bilateral monopoly, degree of monopoly and concentration.
4. Price Discrimination, Mark-up pricing, Dual pricing, Marginal cost pricing, Government regulated monopoly
5. Economic and financial decision-making: Time-value of money. Cash flows and measurement of investment worth, Investment analysis, steps in capital budgeting. Private and social cost-benefit analysis

### **BE 102 Business Environment**

1. Business environment: Emerging domestic and global scenario, Company Law, Stock market and its regulation, Money and Capital markets, Industrial finance.
2. Income tax Act: Laws relating to personal income taxation.
3. Monopolies and restrictive trade practices Act, Sick industrial companies (Special provisions) Act 1985, Consumer protection Act Protection of Patents and trademark
4. Labour Legislation: Factories Act, 1948, Industrial disputes Act, 1947, Workman's Compensation Act 1923, Payment of wages Act 1936, Payment of Bonus Act 1965 Exit policy.
5. Regulation and promotion of foreign trade, Foreign Capital and Technology.

### **BE 103                    Business Finance**

1. Corporate finance: Its scope, and objectives,
2. Conceptual background: Financial ratio analysis, Funds flow analysis, Financial forecasting and analysis of operating and financial leverages.
3. Techniques of capital Budgeting: analysis of risk and uncertainty and concept and measurement of cost of capital.
4. Capital structure decisions: Determination of capital structure; Balancing of risk, control, income and flexibility; Working capital decisions, Determinants of dividend policy.
5. Raising money through capital markets: Sources of finance in India, Working capital Assessment of working capital requirements and lending norms, Cash credit systems, Corporate deposits, Bills of finance; Project finance, Capital markets, Development banks, Internal financing.



**BE 104                      Organizational Behavior**

1. Introduction to organizational behavior: Structures and designs; Individual behavior at work-perception; learning and reinforcement, motivation and performance, personality, personal values and ethics, cultural and social differences.
2. Group and inter- group relations, Group dynamics.
3. Organizational processes- Leadership, Communication, Power and politics in organizations; Conflict management.
4. Organizational change and development, Organizational development and Human resource planning appraisal.
5. Training and development in Indian enterprises and MNCs.

**BE 105                      Problems and Policies of Indian economy**

1. Structural trends in the Indian economy, development and bottlenecks, Agrarian relations Issues in agricultural and rural development.
2. Education, poverty and inequality of income distribution, Problem of unemployment Manufacturing Industries, Industrial policy, Services sector.
3. Fiscal, monetary and pricing policies.
4. Balance of payments, foreign exchange and external debt, Direct foreign Investment,
5. Public enterprises in India: Organization, financial planning, pricing and profitability Industrial relations, Disinvestment.

**BE 106                      Computers and MIS**

1. Computer fundamentals: Basic hardware concepts, Software operating systems. Data communications, LAN,WAN; Internet and business applications.
2. Computer applications in a modern office: Documentation. Publishing, Handling databases, Handling communications (e-mail, Internet, Intranet etc.).
3. Management information systems: Introduction and history of MIS, MIS vis-a-vis computer systems and organizational systems, Programmed and non-programmed decisions, Office automation systems, Transition processing systems, Decision support system, Knowledge based system.
4. Building MIS: Systems analysis, techniques of system analysis, Database designs, and System information.
5. Geographic information system: Introduction to GIS, Business applications of GIS and corporate planning, sales and marketing. Case studies of business GIS applications.

**SEMESTER II**

**BE 201                      Macroeconomic Analysis and Policy**

1. Basic macroeconomic model: Income determination, Consumption and Income behavior; Multiplier, Money demand and supply, Interest rate, Liquidity preference.
2. IS-LM analysis, Role and effects of monetary and fiscal policy changes, Deficit financing, Inflation and interrelationship.
3. Aggregate demand production function, Labour market aggregate supply, Wage rigidity and involuntary unemployment, Income policy, rational expectations and demand policy

4. Balance of payments, Exchange rates, Capital flows, and the role of fiscal and monetary policies, Mundell- Flemming model.
5. Theories of growth of national income, Structural aspects of growth, Investment and technical progress.

### **BE 202 Analysis of Demand and Market Behavior**

1. Estimation of demand function: Types of demand functions, elasticities of demand and Demand forecasting.
2. Identifying and evaluating marketing opportunities, external environment. Market- mix, Market segment.
3. Cost and profitability analysis, Pricing and output budgeting.
4. Understanding consumer behavior, determinants of behavior, Consumer decision making process.
5. Functional problems: Advertising and promotion, Channel policy, Credit management, Customer services, Product policy, Personal and non-personal selling

### **BE 203 Operations Research**

1. Definition, Scope and Limitations, Linear programming, Assignment problems, Transportation and Transshipment problems.
2. Non-linear, Integer, Dynamic and Global programming.
3. Inventory models replacement, Queuing theory, PERT, CPM and network analysis
4. Theory of Games, Markov analysis.
5. Simulations: Use of Monte-Carlo analysis method.

### **BE 204: Industrial Economics**

1. Industrial structure and market structure, Industrial concentration, Structure-conduct performance paradigms.  
Expansion of firms through merger, acquisition and diversification, Role and composition of foreign capital, MNC's and transfer pricing.
2. Role of government in the process of industrialization and collaborative business ventures etc.  
Research and development, Diffusion of technology, Product and process patent
3. Economic aspects of industrial efficiency, Measurement of capital utilization, Partial and total factor productivity.  
Infrastructure and interdependence of industries, Industrial locations, Regional development and the concept of core competence of different regions of India
4. Industrial growth and policies after independence, Small scale industries: Scope, viability and problems.
5. Industrial growth patterns of the US, Japan, Germany and NICs.

### **BE205: Business Statistics and Econometrics**

1. Basic Probability theory: Chebyshev's inequality and law of large numbers;
2. Binomial distribution, Poisson, Normal, Log-normal, Pareto distribution and their properties, Central limit theorem.
3. Elements of statistical inference, Concept of sampling. Distribution of statistic; Tests of significance including Chi-square, t and F tests; analysis of variance- one way and two-way classification,
4. Theory of point estimation, Interval estimation.
5. Bivariate normal distribution, Estimation of regression parameters and error- variance, by least squares, BLUE and maximum likelihood methods, Multiple linear regression analysis, Test of significance of a regression coefficient,' Problems of Multicollinearity, autocorrelation, tests of independence and disturbances.

### **BE 206: International Trade And Business**

1. Determinants of trade: Classical, neo- classical and modern trade theories, factor trade, terms of trade, factor reversals and factor prices, Leontief paradox .
2. Trade policies: types, impact and economic development.
3. International trading systems: from GATT to WTO, the Kennedy round and 4: Tokyo round, potential in industrialized countries and macro economic structural judgment .National, state and bilateral agreements, commodities agreements, voluntary exports restraints and countertrade and stalemates in multilateral trade negotiations, implication for less developed countries . Trade in services .
4. Terms of trade and distribution of gain from trade, the Prebisch -singer theory and North - south trade, the EC experience and bargaining power of the LDCs, stabilization of commodity prices, trade preferences for manufactured exports LDCs.
5. Trading Blocks : EU, NAFTA, East Asia, and special trading arrangements for trade blocks in the Developing countries

### **SEMESTER III**

### **BE 301: Global Finance**

1. Financing international trade, global cash management, internal sources of funds and risk management.  
Foreign exchange and foreign exchange risk, measuring foreign exchange risk, measuring foreign exchange exposure, Managing foreign exchange exposure:
2. Long-run investment decisions: Foreign investment decisions, Political risk-management, Multinational capital budgeting, Financial aspects of investment decisions, Financial management of banks.  
Financial decisions: International financial markets, Cost of capital and financial structure, International banking, International transfer pricing.
3. International monetary system: Overview, International financial competitiveness, Euro-currency market, financial deregulation, world stock markets, Offshore financial centres.
4. Balance of payments, International financial institutions.  
International flow of funds, Hedging operations. Arbitrage and covered interest arbitrage, Forward trading in international finance.

5. Multinational accounting and test functions: Factors influencing development of accounting, transactions in foreign currency, financial statements, Taxation of foreign source income and double tax treaties.

### **BE 302: Service Sector Economics**

1. Structure, pattern and rate of growth of the service sector, Role of the services sector in the economy. Health, Insurance, Travel & tourism sectors.
2. Economics of human resources: Education and economic growth, measuring contribution of education to economic growth, Issues in primary, secondary and higher education.
4. Development of health services in India, Issues in privatisation of health services.
5. Functions of Insurance sector: Significance and limitations, Globalization and future of Insurance in India- viability and options, Insurance policy.
6. Tourism: Development of resorts, Environmental feasibility, Hotel design and criteria, Pricing and training, Air tourism, Travel marketing and **management**

### **BE 303: Forecasting and Business Planning**

1. Estimation of Demand function and demand forecasting, Production function and cost function, Distribution of income and measurement of inequality.
2. Short -term, Medium-term and Long-teem forecasting problems, End-use method. Input-output methods, Leading indicators. Forecast obtained from single equation regression models and its standard error.
3. Forecast obtained from simultaneous equation models and its standard error, model simulation and policy implications.
4. Time series analysis: Linear, non-linear and logistic curves, Auto- regressive 'and moving average models. Exponential something, Box-Jenkins model.
5. Principal components analysis and its application to location of industries, Factor analysis and its applications.

### **BE 304: Financial Market, Institution And Services**

1. Role of financial markets in the economy, functions of financial markets, classification of financial markets. The sole of government in financial markets:
2. Money market in India, definition and role of money market instruments Pates in the money market, Interrelationship between short-term interest rate and long-term interest rate, Fluctuations in money markets.
3. Role of discount houses and finance in India, Commercial banks and the RBI in the money market.
4. Capital markets in India: Primary and secondary markets in government security, Yield curves, Mechanisms of stock exchange operations. Functions and powers of SEBI, Over the counter exchange of India, Role of stock holding corporation, of Indi Securities trading corporation of India
5. Financial institutions: development banks, Unit trust of India, Mutual funds, Life insurance corporation, Verdure capital institutions, EXIM Bank, Role of services rendered by merchant basks, Factoring companies, Credit-rating agencies.

### **BE 305: Investment Theory and Portfolio Management**

1. Application of profitability in investment decisions, Uncertainty and capital budgeting, Expected marginal approach, Utility approach.
2. Portfolio selection and uncertainty, Capital Asset pricing models, Measurement of risk.
3. Application of programming techniques in capital budgeting, Application of Game theory.
4. Cost of capital and uncertainty,
5. International portfolio investment and foreign exchange risks.

## SEMESTER IV

### **BE 401                      Business Policy and Strategy**

1. **Socio-economic** set-up of business in India: Internal and external perceptions.
2. Strategic management decisions: Nature, characteristics and process of strategic management decisions, Strategy formulation, Defining company missions and goals, K Assessing external environment. Industry **analysis**, Internal analysis of **the** firm.
3. Policy alternative and grand strategies: Concentration market **development**, product development, innovation, joint ventures, diversification, retrenchment, divestiture and, liquidation.

### **BE 402                      Personnel Management**

1. Organisational goals and human needs. Problems of supervision and motivation at work. Models of human resource development, Personnel policies and organization of the personnel division.
2. Human resource planning: long-term and short-term perspective, Forecasting manpower demand and supply, Work-study and. manpower standards.
3. Job decision and strategy: Recruitment and selection, employment tests and interviews; Training and development of managerial, technical and operating personnel and office-staff Problem of shelf-sitters, Behavioral aspect of training, Employee protection and representation.
4. Performance appraisal techniques, Succession planning; Career transition, management and career development: Wages and incentives, earning progression analysis, Group incentives, Workers share in capital, management and profit.
5. HRM in public and private sectors in India and trans-national companies.

### **BE 403                      Economics of Environment and Natural Resource Planning**

1. Emerging paradigms of sustainable economic development and environment degradation/ depletion: Meaning, measurement and limitations; Theory of externalities. Environment as a public good, Market failure.
2. Developing the framework of fiscal instruments to correct the externalities (Taxation, Deposit refund Scheme, Compliance Fees Etc.), Market based instruments for Industrial pollution Control; Economic valuation techniques, Market-based and hedonic price methods.
3. Environmental Audition, Environmental impact analysis (EIA), GIS, Green Accounting.
4. Business firm and environment strategy, Decision-making process, environmental aspect in relation to functional areas of management, role of employers, managers and workers in environment management.
5. Environment laws and enterprise., international trade, Environment and WTO

## Group – B: MARKETING AND DISTRIBUTION

### BE- 404 Marketing strategy And Research

1. Strategic market planning, developing a marketing mix .
2. Market gridding
3. Product strategy, Pricing strategy
4. Advertising, locomotional strategies, Channel strategy
5. Information system, research process, consumer, product and advertising research

### BE- 405 Financial Derivatives

#### Objective

This course introduces students to the application of various tools and techniques of financial risk management.

#### Course Inputs

1. **Introduction:** Meaning and purpose of derivatives; Forward contracts, future contracts, options, swaps and other derivatives; Type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations.
2. **Sources of Financial Risk:** Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.
3. **Options :** Types of Options; Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black-Scholes model for Call Options; Valuation of put options; Index options; Option markets, exchange traded options, over-the-counter options, quotes, trading, margins, clearing: regulation and taxation: Warrants and convertibles.
4. **Futures:** Hedgers and speculators; Future contracts; Future markets- clearing house, margins, trading, future positions and taxation; Future prices and spot prices: Forward prices vs future prices; Futures vs options.
5. **SWAPS:** Mechanics of Interest rate swaps, valuation of interest rate swaps; **Currency** swaps and its valuation; Credit risk and swaps.
6. **Managing Market Risk:** Hedging schemes- delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio Insurance.
7. **Derivatives Market In India:** Present position in India regulation, working and trading activity.

**Institute o Economics & Finance**  
**BUNDELKHAND UNIVERSITY, JHANSI**  
**Ordinances for B.Com (Hons.) Course**

1. The duration of the course leading to the degree of Bachelor of Commerce (Hons.) shall be three academic years.
2. Minimum qualification for admission to the first year of B.Com (Hon.) **shall be 10+2 with Commerce/ Maths / Economics/ Science with atleast -45 % marks in aggregate.**
3. The last date for depositing of the fees shall be fixed by the University from time to time in consultation with the Head of Department of Economics & Finance.
4. The examination will be conducted annually which shall ordinarily be held in the month of March/ April or on such dates as may be fixed and notified by the University.
5. Re-examination, if any and/or back-paper examination for the courses of first, second & third year shall be held along with forthcoming regular first, second & third years examination of the next batch or on such dates as may be fixed by the Registrar. However Head of the Deptt. may arrange back paper just after the annual examination separately.
6. The Head of the Department shall forward to the Registrar at least one week before the commencement of the examination in each year a list of the students who have satisfied the requirements of rules and are qualified to appear in the examination.
  - I. Every candidate shall be examined in the course(s) as laid down in the scheme of examination and syllabi prescribed by the Academic council on the recommendations of the Board of studies in Banking Economics & Finance from time to time. (ii) 30 percent marks in each written paper shall be assigned for Internal Assessment.
7. The first year examination shall be open to a regular student who:
  - I. Has been on rolls of the department during the year preceding the first year examination.
  - II. Has attended not less than 75% of lectures, seminars and case discussions etc. in each year.
  - III. Has obtained pass marks (as given in clause 11 (i) below in the internal assessment of the paper(s) for which he is a candidate.
8. The Second, Third Year Examinations shall be open to a regular student who:
  - I. Has been on rolls of the department during the year preceding the Second or Third year examination as the case may be;
  - II. Has attended not less than 75% of lectures, seminars, case discussion etc. in each year.
  - III. Has obtained pass marks in the internal assessment of the paper(s) of the relevant year of which he is a candidate vide clause 13 below; and
  - IV. Has passed the previous year examination or as covered under clause 13 below.



9. The medium of instruction and examination shall be English only.
10. The minimum percentage of marks to pass the examination in each year shall be 40% in each written paper and Internal Assessment separately
11. The amount of examination fee to be paid by a candidate for each year for re-examination back paper examination will be as per the norms of the university
- 12.(i) Candidate who has completed the prescribed course of instruction in the department for any year examination but does not appear/ reappear in the concerned paper (s) or having appeared fails may be allowed, on the recommendation of the Head of the Department, to appear/reappear in concerned paper(s) as the case may be, with the next regular examination when such examination is held, without attending the classes. Such a candidate, in the meantime any prosecute has studies for the next higher year(s) and appear in the examination (s) for the same along with the examination for corresponding lower year(s).
  - (i) If a candidate fails to pass in any yearly examination even in the second chance as mentioned above may be allowed one additional chance on valid reasons to appear in the examination, when held.
  - (ii) Provided that a candidate shall have to secure at least 40% marks separately as well as jointly with internal assessment is not less 50 % of the written papers appeared/ prescribed in that and shall be required to repeat all paper(s) of the- concerned year this/ these paper (s) are offered. In such case, the repetition of paper (s) will be allowed only once. Explanation: 50 percent of five papers will be taken as three (3) and that of seven papers as four (4) under this clause.
  - (iii) **Provided that a candidate must have** I passed all the three yearly examination since the date of joining the first year with in 5 years of him admission to the first year of the Bachelor of Commerce (Hons.) degree programme failing which will be deemed to be unfit for the Bachelor of Commerce (Hons.) programme.
14. A candidate whose result is declared late for on fault of his/her may attend classes for the next higher year provisionally at his own risk and responsibility, subject to his/her passing of the concerned year examination. In case a candidate fails to pass the concerned year examination her provisional admission shall stand cancelled & these shall be no appeal.
15. A candidate, who having passed the second year examination discontinues his/ her studies, may be permitted to join Third Year with in two years of his passing the second year examination.
16. The Internal Assessment awards of a candidate who fails in any year examination shall be carried forward to the next examination provided that a candidate who has not obtained pass marks in the Internal Assessment for any paper(s) will not be allowed to take examination in the said paper(s) in the relevant 'year unless he repeats the course in the paper(s) concerned and obtains the minimum pass marks in the Internal Assessment.

17. As soon as possible after the termination of the examination the Registrar shall publish the result of the years examination.
18. Each candidate shall receive a copy of the detailed marks card on the declaration of the result.
19. The list of successful candidates after the Third Year Examination shall be arranged as under in three categories on the basis of the aggregate marks obtained in the First, Second, Third year examination taken altogether and the division obtained by the candidate will be stated in his/her Degree:

|                      |                                |
|----------------------|--------------------------------|
| (i) First Division   | 60% & above.                   |
| (ii) Second Division | 50% & above but less than 60%. |
| (iii) Third Division | 40% & above but less than 50%  |
| (iv) Fail            | Less than 40%                  |
20. The improvement facility and grace marks will be allowed to the Bachelor of Commerce (Hons.) students as per the general policy of the University.
21. The evaluation of Internal Assessment work shall be conducted in accordance with the guidelines laid down by the Board of studies in Institute of Economics & Finance. The Head of the Department shall ensure that these guidelines are followed and made available to the students also at the appropriate time.
22. Notwithstanding the integrated nature of this program which is spread over three academic years the regulations enforce at the time a student joins the programme shall hold good only for the examination held during or at the end of the academic year and nothing in regulations shall be deemed to debar the university from amending the regulations and the amended regulations. If any shall apply to all students, whether old or new.
23. Since the programme B.Com (Hons.) is a specialized programme during IV year every student will be offered one specialization group in addition to 3 compulsory papers; marks for which will be added in aggregate.
24. During 11 second year of the course every student is required to opt. any one language from the offered languages and it is compulsory to obtain minimum 40% marks. However marks for the language paper will not be added in grand total.
25. After examination of 11 year of the programme B. Com (Hons.), every student is required to do a project work on any topic under guidance of internal guide decided by Head of the Department and Course Coordinator; report of which shall be submitted before date as prescribed by the Head of the Department. A viva-voce examination shall be conducted in addition to evaluation of report, during III year examination by at least one external and one internal examiner. The project shall be of 100 marks in total; of which 50 marks for report' evaluation and 50 marks shall be for viva-voce exam.
26. The University may increase/ decrease the number of specialized groups depending upon faculty available or other requirements.

27. Division of Marks:

**I Year**

**Paper B.Com 101-107 (All compulsory)**

| No. of papers | External Ass. | Internal Ass. | G.T. |
|---------------|---------------|---------------|------|
| 7             | 70            | 30            | 700  |

**II Year**

**B.Com 201-208\* (All compulsory)**

| No. of papers | External Ass. | Internal Ass. | G.T. |
|---------------|---------------|---------------|------|
| 8-1           | 70            | 30            | 700  |

\*Language paper marks not to be added in grand total

**III Year**

**B.Com 301-304 (Comp.) + B.Com 305-312  
(Optional groups - any one)**

| No. of Papers | External Ass.         | Internal Ass. | G.T. |
|---------------|-----------------------|---------------|------|
| 5(theory)     | 70                    | 30            | 500  |
| 1 (project)   | 50 (report)+50 (viva) |               |      |
| 100           |                       |               |      |

600  
2000

**Business Organization & Management Objectives :**

The purpose of this paper is to impart to the students an understanding of state of the art of management & business concepts practices with a view to preparing them to face up to the emerging challenges of managing resources, managing business processes and managing managers.

**Unit I**

Foundation of Indian Business Spectrum of Business Activities, Manufacturing and Service Sectors. India's experience of globalization, liberalization, and privatization. Multinational corporations and Indian transactional.

**Unit, 11**

Entrepreneurial opportunities in contemporary business environment: Networking marketing, Franchising, Business Process Outsourcing, Ecommerce and M-Commerce. Process of setting up a business enterprise. Opportunity and idea generation role of creativity and innovation. Feasibility study and preparation of business plan.

**Unit III**

Functional aspects of business: (a) Administrative: Choice of a suitable form of business ownership. Starting and operating small venturing enterprises, (b) Operations: business size and location decisions. Lay out: mass production and mass customization, productivity, quality and logistics. (c) Marketing: marketing and consumer behaviour, Product and pricing decisions, Distribution and promotional decisions (d) Finance: Money and banking, Financial management and securities markets, risk management and insurance (e) Human resources: Source of human capital, Strategies for attracting (staffing) and retaining (training and compensation) human resources.

**Unit IV**

Development of Management Thought: Classical, Neo-classical, System, Contingency and Contemporary Approach to Management - Drucker, Porter, Senge, Prahalad, Hammer, and Tom Peters Management in Perspective: Management of Strategic Change, Knowledge Management Learning Organization, Managing Diversity, Corporate Governance

**Unit V:**

Process of Managing (a) Planning Corporate Strategy: Environmental Analysis and Diagnosis, Formulation of Strategic Plan; Growth strategies -internal and external; Decision-making - concept, Process, Rationality and Techniques, Information Technology and decision-Making, Decision Support

System (b) organizing and Staffing: Contemporary Organizational formats Project, Matrix and Networking, (c) Management in Action: Motivation concept and Theories: Maslow, Herzberg, McGregor, and Ouchi;. Leadership Concept and theories: Leadership Continuum, Managerial Grid, Situational Leadership, Transactional and Transformational Leadership; Communication formal and Informal Networks, Barriers and Principles (d) control : Concept and Process, Effective Control System, Modern Control Techniques - Stakeholder Approaches (Balanced Score Card) Accounting Measures (Integrated Ratio Analysis), and Economic and Financial Measure (Economic Value Added and Market Value Added), Behavioral. Aspects of Management Control.

B.Com (Hons.) 1st Year  
BC 102

**Financial Accounting**

**Objective**

To Impart basic accounting knowledge as applicable to business,

**Course Inputs**

Unit -1

Meaning and Scope of Accounting: Need, development, and definition of accounting; Book-keeping and accounting; Persons interested in accounting; disclosures; Branches of accounting;

Objectives of accounting.

Accounting Principles: International accounting standards.(only outlines); Accounting principles; Accounting standards in India. Accounting transactions: Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial balance; Sub division of journal

Unit II

Capital and Revenue: Classification of Income; Classification of expenditure; Classification of receipts.

Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.

Final accounts; Manufacturing account; Trading account; Profit and loss account; Balance sheet; Adjustment entries.

Rectification of errors: Classification of errors; Location of errors; Rectification of errors; Suspense account; Effect on profit.

Unit III

Depreciation, Provisions and Reserves: Concept of depreciation, Causes of depreciation; Depreciation, depletion, amortization and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy as per Accounting Standard 4; Depreciation accounting; Provisions and reserves.

Unit IV

Special Accounting Areas Consignment Accounts: Important terms: Accounting records; Valuation of unsold stock; Conversion of consignment into branch. joint Venture Accounts: Meaning of joint venture; joint venture and partnership; Accounting records.

Branch Accounts: Dependent branch; Debtors system, stock and debtor system; Final accounts system; wholesale branch; Independent branch; Foreign branch;

Hire-purchase and installment purchase system; Meaning of hire purchase contract; Legal provision regarding hire-purchase contract; Accounting records for goods of substantial sale values, and accounting records for goods of small values; Installment purchase system; After sales-service.

Unit V

Partnership Accounts: Essential characteristics of partnership; Partnership deed; Final accounts; Adjustments after closing the accounts; fixed and fluctuating capital; Goodwill; joint Life Policy; Change in Profit Sharing Ratio. Reconstitution of a partnership firm-admission of a partner; Retirement of a partner; Death of a partner; Amalgamation of partnership firms., dissolution of a partnership firm-Modes of dissolution of a firm; Accounting entries; Insolvency of partners; Sale of firm to a company; Gradual realization of assets an piecemeal distribution.

**B.Com (Hons.) 1st Year**  
**BC 103**  
**Microeconomic Theory & Applications - I**

**Objective:**

Objective of the course is to acquaint the students with the concept of microeconomics dealing with consumer behaviour. The course also makes the student understand the supply side of the market through the production and cost behaviour of firms.

Learning Outcomes: The students would be able to apply tools of consumer behaviour and firm theory to business situations.

**Course Contents**

**Unit-I**

The concept of demand and the elasticity of demand and supply: Demand curves: individual's demand curve, market demand curve. Movements along versus shifts in the demand curve.

Elasticity of demand: price, income and cross. Concept of revenue: Marginal and Average; Revenue and elasticity of demand.

**Unit-II**

Consumer Behaviour: Notion of indifference and preference. Indifference curve analysis of consumer behaviour; Consumer's equilibrium (necessary and sufficient conditions). Price elasticity and price consumption curve, income consumption curve and Engel curve, price change an income and substitution effects. Consumer surplus. Indifference curves as an analytical tool (cash subsidy Vs kind subsidy). Revealed Preference.

**Unit-III**

Production: Fixed and variable inputs, production function, total, average and marginal products, law of variable proportions. Linear homogeneous production function. Production isoquants, marginal rate of technical substitution, economic region of production, optimal combination of resources, the expansion path, isoclines, returns to scale.

**Unit-IV**

Cost of Production: Social and private costs of production, difference between economic and accounting costs, long run and short run costs of production. Economies and diseconomies of scale and the shape of the long run average cost. Learning curve.

**Unit-V**

Perfect Competition: Assumptions, price and output decisions. Equilibrium of the firm and the industry in the short and the long run, including industry's long run supply, difference between accounting and economic profits, producer surplus. Stability analysis - Walrasian and Marshallian. Demand-supply analysis

**Business Mathematics**

**Objectives**

The objective of this course is to enable the students to have minimum knowledge of Mathematics as is applicable to business economic situations.

**Unit I**

Calculus (Problems and theorems involving trigonometrically ratios are not to be done).  
Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit function with the help of total differentials.

Maxima and Minima; Cases of one variable involving second or higher order derivatives; Cases of two variables involving not more than one constraint.

**Unit II**

Integration : Integration as anti-derivative process; Standard forms; Methods of integration-by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases; Consumers and producers surplus; Nature of Commodities Learning Curve; Leontiff Input-Output Model.

**Unit III**

Matrices and Determinants : Definition of a matrix; Types of matrices: Algebra of matrices; Properties of determinants; Calculation of values of determinants up to third order Adjoint of a matrix, elementary row or column operations, Finding inverse of a matrix through adjoint and elementary row or column operations; Solution of a system of linear equations having unique solution and involving not more than three variables.

**Unit IV**

Linear Programming-Formulation of LPP; Graphical method of solution; Problems relating to two variables including the case of mixed constraints; Cases having no solution, multiple solutions, unbounded solution and redundant constraints. Simplex Method - Solution of problems up to three variables, including cases of mixed constraints, Duality; transportation Problem,

**Unit V**

Compound Interest and Annuities: Certain different types of interest annuities; Present value and amount of an annuity, including the case of continuous compounding; Valuation of simple loans and debentures; Problems relating to sinking funds

B-Corn (Hons.) 1st Year  
BC 105  
Business Law Objective

The objective of this course is to provide a brief idea about the framework of Indian business laws.

**Course Inputs**

**Unit I**

Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; discharge of contract; Remedies for breach of contract. Special Contract: Indemnity; Guarantee; Bailment and pledge; Agency.

**Unit II**

Sale of Goods Act 1930 : Formation of contract of sale; Goods and their classification, price; Conditions and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

**Unit III**

Negotiable Instrument Act 1881 Definition of negotiable instruments; Features; Promissory note: Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; dishonor and discharge of negotiable instrument.

**Unit IV**

The Consumer Protection Act 1986: Salient features; Definition of consumer; Grievance redressed machinery;

**Unit V**

Foreign Exchange Management Act 2000: Definitions and main provisions.



**B. Com (Hons.) 1st Year**  
**BC 106**  
**Introduction to Computers & Information System**

**Objectives:**

To provide computer skills and knowledge for commerce students and to enhance the student's understanding of usefulness of information technology tools for business operations.

**PART-A**

**Unit 1. Basic Concepts:**

- What is a Computer
- Characteristics of a Computer
- Advantages of Computers
- Limitation of Computers
- Types of Computers
- Applications of Computers
- Data Representation

**Essential Components of Computers:**

- Hardware, Firmware, Live-ware
- Software:
  - I. Relationship between hardware and software
  - II. System Software: Operating System, Translators, interpreter, compiler, assemblers, linkers.
  - III. Overview of operating system, function of operating system.
  - IV. Application software: General Purpose Packaged Software and tailor made software.

**Unit 2 Information Systems**

- Meaning
- Need of an efficient information System.
- Type of Information system
- Information requirement for Planning, Coordination, and control for various level in Business, Industry.
- Basic of data arrangement and Access

**Database System**

- Traditional file Environment
- Identification of Relevant data
- Evolution of Database Technology.
- Database: The Modern Approach.

**Net works: LAN, WAN, Wireless Network**

- Introduction to networking
- Importance of networking
- Communication devices such as Modem
- Features of Networking

**Introduction to Internet**

- Meaning of Internet
- Growth of Internet
- Owner of Internet
- Anatomy of Internet
- Basic Internet Terminology
- Net Etiquette
- World Wide Web
- Internet Protocol
- Usage of Internet to society
- Search Engines.

## **Part B. Introduction to Essential tools**

### **Unit 3 Word Processing**

- Introduction to word Processing.
- Word Processing Concepts.
- Use of templates

#### **Working with word document:**

- Opening an existing document/ creating a new document.
- Saving,
- Selecting text,
- Editing text,
- Finding and replacing text,
- Closing,
- Formatting,
- Checking and Correcting spellings
- Bullets and numbering
- Tabs
- Paragraph Formatting
- Indent
- Page Formatting
- Header and Footer

### **Mail Merge**

#### Tables

Formatting the table

Inserting filling and formatting a table

### **Unit 4 Spreadsheet and its Business Applications**

- **Spreadsheet concepts**
- Creating a work book,
- Saving a work book,
- Editing a work book,
- Inserting, deleting work sheets,
- Entering data in a cell,
- Formula Copying,
- Moving data from selected cells,
- Handling operators in formulae,
- Rearranging Worksheet,
- Project involving multiple spreadsheets,
- Organizing charts and graphs,
- Printing worksheet.

#### **Generally used Spread sheet functions**

- Mathematical
- Statistical
- Financial
- Logical

#### **Creating spreadsheet in the following areas**

- Loan & Lease statement,
- Ratio Analysis
- Graphical representation of data,
- Payroll statements,
- Frequency distribution and its statistical parameters

### **Unit 5 Database Software**

- Creating Data Tables
- Editing a Database
- Performing queries
- Generating Reports

B.Com (Hons.) I Year

BC - 107

**Business Communication & Business Responsibilities**

**Objective:**

To equip students of the B.Com (Hons.) course effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication

**Course Content:**

**Unit-I**

Introduction to the essentials of Business Communication: Theory and practice.  
Citing references, and using bibliographical and research tools. Writing a project report.  
Writing reports on field work/ visits to industries, Business concerns etc./ business negotiations.  
Summarizing annual report of companies

**Unit-II**

Writing minutes of meetings  
E-correspondence  
Spoken English for business communication  
(Viva for internal assessment)  
Making oral presentations  
(Viva for internal assessment)

**Unit - III**

Thinking conceptually about Politics: Liberty, Equality, Justice, Rights and Recognition,  
The Idea of a God-society, Concept of Business Ethics and Corporate Social  
Responsibility.  
Domain of Politics and Ethics: Democracy and Welfare state, Market and Globalization.

**Corporate Accounting**

**Learning objectives:**

To help the students to acquire the conceptual knowledge of the fundamentals of the corporate accounting and to learn the techniques of preparing the financial statements.

**Course Contents**

**Unit - I**

Accounting for Share Capital

Issue, forfeiture and reissue of forfeited shares-Issue of rights and bonus shares-SEBI Guidelines-Concepts, of book building, demat shares and Employee Share option Scheme (ESOS), Redemption of preference shares and buy back of shares, Issues and redemption of Debentures

**Unit 11**

**Final Accounts**

Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration. Disposal of company profits.

Valuation of Goodwill and Valuation of Shares

Concepts and calculation - simple problem only.

**Unit III**

**Amalgamation of Companies**

Concepts and accounting treatment as per Accounting Standard 14 (ICAI) (excluding inter company holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction.

Accounts of Holding Companies/ Parent Companies Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI)

**Unit IV**

**Banking Companies**

Preparation of final. account from a given trial balance. Concept of non-performing assets (NPA).

**Unit V**

**Cash Flow Statement**

Concepts of funds. Preparation of cash flow statement as per Accounting Standard (AS): 3 (Revised) (ICAI): Indirect method only

B.Com (Hons.) IIInd Year  
BC 202  
Corporate Laws

Objective.:

The objective of the course is to impart basic knowledge of the provisions of the Companies Act 1956 and Depository Act 1996 along with relevant case law.

Course Contents

Unit - I

Introduction: Concept of lifting of corporate veil.

Types of companies, association not for profit, illegal association. Formation of company- Promoters, their legal position, pre incorporation contract and provisional contracts.

Documents -.Memorandum of Association, Articles of Association, Doctrine of Constructive Notice and Indoor Management, Prospectus and Book, Building.

Unit - II

Share Capital - Issue, allotment and forfeiture of share, Members and Shareholder - their rights and duties. Convening and conduct of shareholders meetings.

Unit-III.

Management - Directors-their disqualifications appointment, legal position, powers and duties disclosures of interest, removal of directors, board meetings, other managerial personnel and remuneration.

Unit IV

Dividend and issue of bonus shares.

Investigations.

Winding up - concept and modes of winding up.

Emerging issue in Company Law.

- (i) Producer Company - Concept and formation.
- (ii) Corporate governance - Concept, relevance - and provisions under agreement.

Depositories Act 1996.

B.Com (Hons.) IIInd Year  
BC 203  
Business Statistics

**Objective:**

The objective of this course is to familiarize students with the basic statistical tools used to summarize and analyse quantitative information for decision making.

Unit-I

**Statistical Data and Descriptive Statistics**

- 1.1 Types of statistical data, Preparation of frequency distributions and their graphic presentation including histogram, frequency polygon, frequency curve and give.
- 1.2 Measures of Central Tendency
  - (a) Mathematical averages including arithmetic mean, geometric mean and harmonic mean, Properties and applications.
  - (b) Positional Averages  
Mode and median (and other partition Values including quartiles, deciles, and percentiles)
- 1.3 Measures of Variation: absolute and relative.  
Range, quartile c1twiation, mean deviation, standard deviation, and their co - efficient Properties of standard deviation/ Variance.
- 1.4. Skewness and Kurtosis: meaning and measurement. 1.8 Moments: calculation including Sheppard's corrections. Significance of moments.

Unit-11

**Simple - Correlation and Regression Analysis**

- 2.1 Correlation Analysis. Meaning of Correlation: simple, multiple and partial; linear and non-linear. Causation and correlation. Scatter diagram. Pearson's coefficient of correlation: Correlation.
- 2.2 Regression Analysis. Principles of least squares and regression lines. Regression equations and estimation. Standard Error of Estimates.

Unit- III

**Index Numbers**

- 3.1 Meaning and uses of index numbers. Construction of index numbers: fixed and chain base; univariate and composite. Aggregative and average of relatives – simple and weighted.
- 3.2 Tests of f adequacy of index numbers. Base shifting, splicing and deflating. Problems in the construction of index numbers.
- 3.3. Construction of consumer price indices. Importance share price indices including BSE SENSEX and NSE NIFTY.

## Unit - IV

### Time Series Analysis

- 4.1. Component of time series, additive and multiplicative models.
- 4.2. Trend analysis. Fitting of trend line using principle of least squares-linear, second degree parabola and exponential. Conversion of annual linear trend equation to quarterly/ monthly basis and vice-versa. Moving averages.
- 4.3. Seasonal variations-calculation and uses. Simple averages, ratio-to-trend, ratio-to-moving averages and link relatives methods.

Probability, Probability Distributions and Decision Theory (Nos. of Lectures: 18)

- 5.1. Theory of Probability, Approaches to the calculation of probability.
- 5.2. Calculation of event probabilities. Addition and multiplication laws of probability.
- 5.3. Conditional probability and Bayes Theorem. Expectation and variance of a random variable.
- 5.4. Probability distributions: Binomial, Poisson and Normal.
- 5.5. The decision environment. Pay-off and regret matrices. Criteria of decision-making Laplace, Maximum/Minimax, Maximum/ Minimum, Savage, and Expectation. (Excluding Bayesian analysis). EVPI and its calculation.
- 5.6. Decision Trees

## **B.Com (Hons.) 2<sup>nd</sup> Year BC 204: Cost Accounting**

### Objective:

To acquaint the students with basic concepts used in cost accounting and various methods involved in cost ascertainment systems.

### Course Contents:

#### Unit I:

Introduction: Meaning, objectives and advantages Of Cost accounting, Difference between cost accounting and financial accounting. Cost concepts and classifications. Elements of cost. Installation of a costing system. Role of a cost accountant in an organization.

#### Unit II:

Materials: Material/ Inventory control-concept and techniques. Accounting and control of Purchase, storage and issue Of materials. Methods of pricing of materials issue - FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard. Treatment of Material Losses.

Labour: Accounting and Control of labour cost, time keeping and time booking, concept and treatment of idle time, over time, labour turnover and fringe benefits.

#### Unit III:

Overhead: Classification, allocation, apportionment and absorption of Overhead. Under-and over-absorption. Capacity costs. Treatments of certain items in costing, like interest on capital, packing expenses, bad debts, research and development expenses.

Activity - based cost allocation.

#### Unit IV:

Methods of Costing: Unit costing, Job costing, Contract Costing, Process costing (process losses, valuation of work in progress, joint and by products.) Service costing (only transport).

#### Unit V

Accounting Systems: Integral and non-integral systems, Reconciliation of cost and financial accounts.

**Microeconomic Theory & Applications-11**

**Objective:**

The objective of the course is to acquainting the students with various market structures within which a firm operates. The Course also deals with long-term decision making and market efficiency.

**Course Contents**

**Unit-I**

Monopoly Monopolist's decision and equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Comparison of pure competition and monopoly. The social costs of monopoly power. Price discrimination, Peak-load pricing.

**Unit-II**

Monopolistic Competition and Oligopoly: Monopolistic competition price and output decision-equilibrium. Monopolistic Competition and economics. efficiency Oligopoly and Interdependence-Cournot's duopoly model, Stackelberg model, Kinked demand model. Prisoner's dilemma, collusive oligopoly price-leadership model-dominant firm, cartels, sales maximisation. Contestable markets theory.

**Unit-III**

Market for Factor Inputs: Determination of factor rewards in perfect input markets in the short & long runs under conditions of perfect and imperfect commodity markets. Determination of factor rewards under conditions of monopsony, monopolistic and monopolistic exploitation. Role of trade unions. Rental element in factor remuneration

**Unit-IV**

Inter-temporal Analysis and Choice under Uncertainty Intertemporal choice-Stocks versus flows, present discounted values, capital investment decision, investment decisions by consumers, determination of interest rates. Risk, preference towards risk, reducing risk.

**Unit-V**

General Equilibrium and Market Failure: General equilibrium & efficiency (in Pareto optimal terms). -Market failure and the sources of market failure. Market power and inefficiency, asymmetric information - quality uncertainty, market signalling, moral hazard, principal-agent problem. Public goods, and externalities.



B.Com (Hons.) 11nd Year  
BC 207  
Auditing

Objective

To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards.

Course Contents

Unit 1:

Introduction: Meaning, Objects, Basic Principles and Techniques, Classification of Audit, Audit Planning, Internal Control - Internal Check and Internal Audit.

Unit-II

Audit Procedure Vouching and verification of Assets & Liabilities.

Unit-III

Audit of Limited Companies: Company Auditor: Qualifications and disqualifications, Appointment, Removal, Remuneration, Rights, Duties and Liabilities, Audit Committee, Auditor's Report: contents and Types: Auditor's certificates

Unit IV:

Special Areas of Audit: Special features of Cost audit. Tax audit and Management audit. Recent Trends in Auditing: Basic considerations of audit in EDP Environment,

Unit V:

Relevant Auditing and Assurance Standards (AASs). Relevant Case Studies/ Problems

B.Com (Hons.) 11nd Year  
BC 208

It is compulsory for every students to obtain minimum 40 % marks in language paper. However marks obtained will not be added in grand total.

B.Com (Hons.) III Year  
BC 301

**Management Accounting**

**Objective :**

To provide the students knowledge about use of costing data for planning, control and decision making.

Unit-I

Nature and Scope, Difference between cost accounting and management accounting, cost control, cost reduction, cost management.

Unit-II:

Budgeting and budgetary control: Concept of budget and budgetary control, objectives, merits and limitations, Budget administration, Functional budgets, Fixed and flexible budgets, Zero base budget, Programme and performance budgets.

Unit-III:

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations, and applications, Variance analysis-material, labour, overhead and sales variance, Disposition of variances, Control ratios.

Unit-IV:

**Absorption versus variable costing: Distinctive features and income determination. Cost-Volume-Profit** Analysis-, Break-even analysis-algebraic and graphic methods. Contribution/ Sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point.

Unit-V:

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions-fixation of selling price, exploring new market, make or buy, product mix, operate or shutdown, seller process further.  
Responsibility Accounting: Concept, significance, Different Responsibility Centers, Divisional Performance Measurement Financial Measures.

B.Corn (Hons.) III Year  
BC 302

**Macroeconomics**

Objectives:

The course aims at providing the student with knowledge of basic concepts of the Macro economics. The modern tools of macro-economic analysis are discussed and the policy framework is elaborated, including the open economy.

Course Contents

Unit-I

Introduction – concept and variables of macroeconomics, income, expenditure and the circular flow, components of expenditure. Static economy in the long -run determination of supply, determination of demand, and conditions of equilibrium,

Unit-11

Economy in the short run - IS-LM framework, fiscal and monetary policy, determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand-aggregate supply analysis.

unit-III

Inflation, causes of rising and falling inflation, inflation and interest rates, social costs of inflation, Unemployment-natural rate of unemployment, frictional and wait employment. Philips curve, the trade-off between inflation and unemployment, sacrifice ratio, role of expectations adaptive rational.

Unit-IV

Open economy-flows of goods and capital, saving and investment in a small and a large open economy, exchange rates, Mundell - Flaming model with fixed and flexible prices-small open economy with fixed and with flexible exchange rates, interest-rate differentials case of a large economy.

Unit-V

Behavioral Foundations-Investment determinants of business, fixed investment, effect of tax, determinants of residential investment and inventory investment. Demand for Money Portfolio and transactions theories of demand for real balances, interest and income Elasticities of demand for real balances. Supply of money

B.Corn (Hons.) III Year

BC 303

**Indian Economy**

Objective:

During 1990's India has witnessed wide ranging economic reforms covering various sectors of the economy. With liberalization, the issues relating to open economy have become more relevant. The proposed syllabus addresses these issues relating to structural changes in Indian Economy, consequent upon globalization. It will prepare students in understanding the issues and policies of present day Indian Economy.

**Section A: Indian Economy - Nature and Development**

**Unit -1**

Economic Growth and Economic Development; Factors in Economic Development with special reference to Human and Sustainable Development.

Nature of Indian Economy- India as a Developing Economy and Emerging Trends.  
Issues in Development Planning in India-Population, Poverty, Un-employment and Price Behaviour.  
New Economic Policy-Economic Reforms and their impact on Indian Economy.  
Latest Five - Year Plan.  
National Income of India - Growth Trend and Structural Change. Resource Mobilization and Fiscal Policy

## **Section B :Sectorial Analysis of Indian Economy**

### **Unit-III**

Agricultural Sector  
India's Agriculture Development & Policy -New Agricultural Development Strategy.  
Institutional and Technological Changes.  
India Agriculture-Changing Scenario in the context of an Open Economy.  
Agriculture Price Policy.  
Food Security in India.

### Unit IV

Industrial Sector  
Industrial Growth and diversification.  
Industrial Policy with particular reference to IPR-1991.  
Small Scale and Cottage Industries-Growth Experience and Policy.  
Public Sector and the issue of Privatization and Disinvestments. Services Sector  
Role and Growth of Service Sector with reference to IT and Financial Services.

### Unit-V

External Sector  
Structural changes in India's Foreign Trade.  
India's Balance of Payment Problem; Trade Policy Reforms.  
Government's Policy towards foreign Capital; Capital inflows.  
India and World Economy:  
(i) Globalization  
(ii) India and W.T.-O.  
(iii) (East Asian Experience)

B.Com (Hons.) III Year  
BC 305  
**Elective Group - I**  
**Financial & Investment Management**

**FINANCIAL MANAGEMENT**

**Objective:**

To familiarize the students with the principles and practices of financial management.

**Course Contents**

**Unit-I**

Scope and objective, Time value of money, Risk and return, Valuation of securities- Bonds and Equities.

**Unit-II**

The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV) Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk -, Certainty Equivalent Approach and Risk-Adjusted discount Rate.

**Unit-III:**

Cost of Capital and Financing Decision: Estimation of components of cost of capital equity capital and External & Internal Retained Earnings, Debt and Preference Capital, Weighted- Average cost of capital (WACC) and Marginal cost of capital. Sources of long term financing. Capital structure, Operating and financial leverage, determinants of capital structure.

**Unit-IV:**

Dividend Decision - Relevance and irrelevance of dividend decision for corporate valuation Cash and stock dividends, dividend policy in practice.

**Unit-V:**

Working Capital Decisions: Concepts of working capital, the risk return trade off, sources of short-term finance, financing mix, cash management, receivables management inventory management and payable management

B.Com (Hons.) III Year  
BC 306  
Elective Group 12-1  
Financial & Investment Management  
FUNDAMENTALS OF INVESTMENTS

**Objective:**

To familiarize students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

**Course Contents**

**Unit-I**

The Investment Environment - The investment decision process, Types of Investments-Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

**Unit-II**

Fixed Income Securities - Bond features, types of bonds, estimating bond yields, types of bond risks, default risk and credit rating.

**Unit-III**

Approaches to Equity Analysis: Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalization models, and price-earnings multiple approach to equity valuation.

**Unit-IV:**

Portfolio Analysis and Financial Derivatives: Portfolio and Diversification, Portfolio Risk and Return, Commodities, real estate, and mutual funds, Introduction to financial Derivatives, Financial Derivatives Markets in India.

**Unit V:**

Investor Protection-SEBI & role of stock exchanges in investor protection, investor grievances and their redressed system, insider trading, investors' awareness and activism.

B.Com (Hons.) III Year  
BC 307  
Elective Group - 11  
Financial Institutions, Services & Insurance  
FINANCIAL MARKETS, INSTITUTIONS &  
FINANCIAL SERVICES

**Objective:**

To provide the student an overview of financial markets & institutions in India and to familiarize them with important fee and fund based financial services in India.

**Course Contents**

**Unit-I**

An Introduction to Financial System, its Components – financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system.

**Unit-II**

Financial Markets: Money market- functions, organization and instruments. Role of central bank in money market. Indian money market- an overview. Capital Markets-

functions, organization and instruments. Indian debt market. Indian equity market-primary and secondary markets. Role of stock exchanges in India. SEBI and investor protection.

**Unit-III:**

Financial Institutions: Commercial banking- introduction, its role in project finance and working capital finance. Development Financial institutions (DFIs) - overview and role in Indian economy. Life and non-life insurance organizations in India. Mutual Funds-introduction, and their role in capital market development. Non-banking financial companies (NBFCs).

**Unit-IV:**

Overview of financial services industry. Merchant banking-pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India.

**Unit-V:**

Leasing and hire- purchase. Consumer and housing finance. Venture capital finance. Factoring services, bank guarantees and letter of credit. -Credit rating. Financial counseling.

B.Com (Hons.) III Year  
BC 308

Elective Group-11

Financial Institutions, Services & Insurance  
INSURANCE AND RISK MANAGEMENT

**Expected Learning Outcome:**

The study of Insurance Subject would enable the students to understand the basic and fundamental principles of Insurance and risk Management which they can understand the apply in their individual lives or in the insurance professional they intend to adopt as a career.

**Unit-I**

**Introduction:**

- History of insurance in General and in India in particular.
- Basic nature of Insurance.
- Definition of insurance and its legal position in-India.
- Comparison of life Insurance with other forms of insurance.
- Principles of contract and its applicability to the valid insurance contract.

**Unit-II**

**Principles and practices of Insurance**

- Principles of Life insurance-Economic principle, legal principles, Actuarial principles.
- The basic principles of Utmost good faith and insurable interest and its impact on insurability.
- Basic elements in computation of premium.
- Objective of Selection and Classification of Risks. Factors affecting mortality and underwriting of risk-Male and Female.

- Peculiarities of Life Insurance product and the classification Nature of Group Insurance and types of group Insurance Covers
- Policy claims and its procedures for settlement of various types of claims.
- Policy document and its various components including conditions and privileges under the policy.
- Life Insurance organization the distribution system and regulatory requirement.

#### Unit-III

##### Principles and practices of General Insurance

- Principles of indemnity, proximate cause, subrogation, contribution and sharing.
- Study of various proposal and policy forms used in general Insurance.
- Classification of various Non Life Insurance products and the scope of coverage of Fire Insurance and marine Insurance.
- Discuss the various kinds of Miscellaneous Insurances.
- Describe the classes of insurances requiring specialized knowledge i.e. Industrial all risk Insurance, aviation insurance oil and gas insurance
- Regulatory Provisions under Insurance Act 1938, and IRDA Act 1999.
- Underwriting practice and procedures, types and classification of hazards.
- Settlement of claims, its procedures, different ways of settlement of claims. Policy of conditions having a bearing on. Role of surveyors and loss assessors

#### Unit-IV

##### Fundamentals of Risk and Insurance

- Basic concept of risk, classifications of risk, and process of risk management.
- Identification and evaluation of risk-Risk analysis.
- Risk control - Loss prevention and its importance.
- Risk financing and transfer of risks.
- Risk retention and its importance/ basis of reinsurance.

#### Unit-V

##### Principles of Actuarial Science

- The theory of probability.
- Mortality tables and construction of mortality tables.
- Well known mortality table and indices for comparison of different mortality tables.
- Life insurance premium-general consideration.
- Methods of valuation, data for valuation.
- Special reserves and adjustments.
- Surplus and its distribution.



B.Com (Hons.) III Year  
BC 308  
Elective Group - III - Marketing and International Business  
PRINCIPLES OF MARKETING

Objective:

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

Course Contents

Unit-I

Introduction: Nature, scope and importance of marketing; Evolution of marketing concepts; Marketing mix, Marketing environment.

Consumer Behaviour – An Over view: Consumer buying process; Factors influencing consumer buying decisions.

Unit-II

Market Selection: Market segmentation - concept, importance and bases; Target market selection; Positioning concept, importance and bases,; Product differentiation vs. market segmentation

Product: Meaning and importance Product classifications: Concept of product mix; Branding, packaging and labeling; After sales services; Product life-cycle; New Product Development.

Unit-III

Pricing: significance, Factors affecting price of a product. Pricing policies and strategies.

Promotion: Nature and importance of- promotion; Communication process; Types of promotion; advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions; Communication planning and control.

Unit-IV

Distribution: Channels of distribution-meaning and importance; Types of distribution channels; Wholesaling and retailing; Factors affecting choice of distribution channels; Physical Distribution. Retailing: Types of retailing-store based and non-store based retailing, chain stores, speciality stores, supermarkets, retail vending machines, mail order houses, retail cooperatives; Management of retailing operations: an overview; Retailing in India; changing scenario.

Unit-V

Rural marketing: Growing Importance; Distinguishing characteristics of rural markets; Understanding rural consumer and rural markets; Marketing mix planning for rural markets. Recent issues and developments in marketing: Social Marketing, Marketing ethics; Recent developments in marketing – online marketing, direct marketing, services marketing, green marketing and relationship marketing.

B.Com (Hons.) III Year  
Elective Group - III  
BC 310  
Marketing and International Business  
**INTERNATIONAL BUSINESS**

Objective:

The objective of the course is to expose students to the concept, importance and dynamics of international business and India's involvement with global business operations. The course also discussed theoretical foundations of international business to the extent these are relevant to understand the mechanics of global business operations and development.

Unit-I

Introduction to International Business: Globalization and its growing importance in world economy; Impact of globalization; International business contrasted with domestic business - complexities of international business; Modes of entry into international business.

International Business Environment: National and foreign environments and their components - economic, cultural and political-legal environments; Global trading environment – recent trends in world trade in goods and services; Trends in India's foreign trade.

Unit-II

Theories of International Trade - an overview; Commercial Policy Instruments - tariff and non-tariff measures; Balance of payment account and its components. International Organizations and Arrangements; WTO – Its objectives, principles, organizational structure and functioning; An overview of other organizations - UNCTAD, World Bank and IMF; Commodity and other trading agreements.

Unit-III

Regional Economic Co-operation: Forms of regional groupings; Integration efforts among countries in Europe, North America and Asia.

International Financial Environment: International financial system and institutions; Foreign exchange markets and risk management; Foreign investments - types and flows; Foreign investment in Indian perspective.

Unit-IV

Organizational structure for international business operations; Key issues involved in making international production, finance, marketing and human resource decisions; International business negotiations. Development and Issues in International Business: Outsourcing and its potential. for India; Strategy alliances, mergers and acquisitions; Role of IT in international business; International business and ecological considerations.

Unit-V

Foreign Trade promotion measures and organizations in India; Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad. Financing of foreign trade and payment terms.

B.Com (Hons.) III Year  
BC 311  
B.Com. (Hons.) III Year  
Elective Group - IV: Human Resource Management  
HUMAN RESOURCE MANAGEMENT

Unit-I

Human Resource Management: Relevance and spectrum, HRD: concept and evolution, Organization of HR Department, Role, Status and competencies of HR Manager, HR Policies, An overview of Government Policy since 1991 affecting Human Resources.

Unit-II

Acquisition of Human Resource: Human Resource Planning - Quantitative and Qualitative dimensions; job analysis – job description and job specification; recruitment - Concept and sources; selection - Concept and process; test and interview; placement induction.

Unit-III

Training and development; concept and importance; identifying training and development needs; designing training programme; role specific and competency based training; evaluating training effectiveness; training process outsourcing; management development systems; career development.

Unit-IV

Performance appraisal system; and objectives; techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions. Compensation: concept, policies and administration; job evaluation methods of wage payments and incentive plans; fringe benefits; performance linked compensation.

Unit-V

Maintenance: employee health and safety; employee welfare; social security; grievance handling and redressal. Emerging Horizons in Human Resource Management; Human Resource Information System; Downsizing VRS; empowerment, workforce diversity.

B.Corn (Hons.) III Year  
Optional Group IV: Human Resource Management  
BC 312

COMPENSATION MANAGEMENT

Objective:

The objective of this paper is to enable the students to design and administer a compensation system that rewards employees fairly while stimulating them to provide goods and services that satisfy customer demands and permitting the organization to operate profitably.

Unit-I

Compensation Management: Concept, principles and practices, Consequences of pay dissatisfaction.

Unit-II

Foundations of Compensation: Performance evaluation, Job evaluation Job grading and Job design; Theories of Compensation; Executive Compensation.

Unit-III

Compensation Strategy and Policy: Developing Strategic Compensation alternatives; Challenges of compensation design; broad bending; compensation policies in India.

Unit-IV

Components of Compensation: Basic Pay, D.A. Incentives Plans; Profit Sharing Schemes; Employee Stock Ownership; Fringe, benefits & retirement benefits provident fund gratuity, pension.

Unit-V

International Compensation Management: Components of International Compensation package; approaches to international compensation.  
Payroll Accounting.

## ORDINANCE & SYLLABUS FOR M.PHIL ECONOMICS

The course is known as M. Phil in Economics. It aims at developing the research capabilities as well as sharpening the intellect and capacity of the students to discuss and reason out distinct and various relevant issues of Economics. It would acquaint the researcher with recent trends in research methods and techniques. It would attempt to unfold the latest qualities of reasoning and cross examining the data facts. It would furnish an opportunity to dive deep and bring out **previous** pearls of wisdom and human values from the storehouse of the past. It is well known **that Economics** is called mother of Management. So, in recent circumstance, the study & research in Economics has become necessary to those who wish to join Economics, Finance and **management** as career.

### Ordinances

1. The M. Phil. Economics course shall be of one year duration of two semesters covering at least 100 days in each semester. For submission of the Dissertation- six months more shall be allowed to the researcher from the date of their theory examinations on payment of additional monthly fees for the period as per the University rules, but, if the dissertation is not submitted within the stipulated time and additional period of six months granted as special case by the Head. Department of Economics, the researcher shall have to pay just double additional fee along with other usual fee of the university fee next six months. In no case, the enrolment of researcher shall be allowed in the department for a period more than two years since the date of his/her admission.
2. The maximum number of admission in one academic year shall not be more than 20. However, the Vice- Chancellor may extend the number of seats if he deems it proper on the recommendations of the Head of Department. provided teacher having Ph.D. degree/ M. Phil. are available.
3. The M. Phil. Course in Economics is open to such students who have passed M.A. Examination in Economics/Banking/Economics/MFCA/MBEF/Applied Economics, commerce and allied disciplines with at least 55% marks from a University and either an average of 55% marks in the two examination prior to Masters Degree i.e. Intermediate and Bachelor Degree Examination (TDC) counted together or 50% marks in each of the above two examination separately or students should have the Qualification prescribed for a University/Degree college lecturer excluding NET/SLET.

Those seeking admission to M. Phil. Economics will have to apply on the prescribed form available in the Institute of Economics & Finance Institute, of Bundelkhand University or with demand draft in the favour of Finance Institute. of Bundelkhand University or with demand draft in the favour of Finance Officer Bundelkhand University, Jhansi. There may be a written admission test and an interview test (Judge aptitude and research acumen) if the applicants are more than seats, the test shall be conducted by the Head of the Department assisted by his/her colleagues. The admission forms can be purchased at the cash counter. Merit may be considered.

4. **Relaxation** in the academic qualification may be granted by the Head. Under U.P. Govt norms, prescribed for Lectt. Post in U.P. Universities authorities on the following ground

after the student qualifies in both the tests conducted by the Department may be granted the admission.

- (a) If the candidate is a teacher of Economics/Finance/Banking Economics/Applied Economics.
- (b) If the candidate is already registered for Ph.D. and possessed at least one year research experience on being admitted to M. Phil course. The registration for Ph. D. shall be adjourned.
- (c) If the Head of the Department is satisfied with the candidates research capabilities to be utilized for research developments.
- (d) If a seat is available for admission.

**5. Fees.**

Fees as per University norms:

**6. Attendance:**

75% Attendance shall be mandatory. No students shall be permitted to appear in the semester examinations unless he has attendance in that particular semester at least 75% of lectures and tutorial, special reasons the shortage and percentage attendance exceeding 25% of the total number of lectures and other academic work may be condoned by the Head of the Department.

**7. Examination:**

- (i) There shall be an examination after the end of each semester. the term exam shall be completely internal. Names of the Paper setters shall be recommended by the Head of the Deptt. to the Vice-Chancellor for approval.  
If, the Head deems it proper then he can recommend the name of an external examiner also for Vice-Chancellor's approval.
- (ii) The pass mark shall be 40% in each paper.
- (iii) After examining the answer books of the term examination shall be shown to the Teacher examinees and thereafter the answer books will be deposited in the University.
- (iv) Internal assessment shall be conducted on the basis of a research article of a seminars, Periodical Tests and assignments. The periodical tests and seminar marks shall be decided by the [lead of the Deptt. with the help of the teacher concerned.
- (v) Dissertation (100 marks) is approved and recommended by the **Head of Deptt. shall be followed** by a Viva-voce examination having one external examiner who will also examine the dissertation marks of Dissertation shall be finalized by the examiner who may be guide of Dissertation or Head of Deptt.
- (vi) Re-examination in the theory paper for result improvement shall be allowed on request.

- (vii) The Previous results of candidate for the semester (so in which reenrollment is taken) will stand cancelled in the examinations in which he/she has reappeared under this clause.
- (viii) No candidate shall be entitled to get more than one chance for reappearing at any semester. (Maximum-Three chance)
- (ix) Teacher of the Deptt. of Banking, Economics & Finance or Master of Business Administration/Travel/Tourism Management can also be enrolled as an student of M. Phil but they will have to be registered under a teacher who has M. Phil /Ph.D. degree & classes may be run in evening after obtaining V.C. approval.
8. If a student fails to clear a semester in accordance with the ordinance therein above, he shall be given opportunity to reappear in one or more paper concerned. If his Dissertation has been rejected he may be asked to resubmit his Dissertation again on the same topic but only one opportunity shall be given for resubmitting the dissertation after paying all the prescribed fees on prior approval of H.O.D.
9. A candidate who has been declared successful at the M. Phil. (Economics) degree and has secured 75% or more in the aggregate of the first and second semester examination counted together, it shall be mentioned in his degree and mark sheet that he has passed M. Phil examination with distinction.

**Note :- The opportunity of reappearance shall be given with usual term examination after paying prescribed re-examination fee and fulfilling other eligibility conditions improvement case.**

10. The students shall have to follow strict discipline, if there is any breach, the Head of the department may restrict the student on disciplinary ground. The same shall be immediately informed to the Vice-Chancellor.
11. Anything that has been not covered/considered under this ordinances shall be decided by the Head of the Department, and will be reported, if needed be to the University officials, Academic committee of the department and the Vice Chancellor

12. **The Marks shall be assigned as under:**

| No. of Tests<br>(P'er course)           | Marks<br>(Course) | Theory | Total Marks |
|---|-------------------|--------|-------------|
| <b>FIRST TERM</b>                       |                   |        |             |
| (a) Examination in<br>Two theory Papers | 100               | 2      | 200         |

|  |           |  |     |
|--|-----------|--|-----|
| (b) Period Test  | 25        | 4 each in two theory<br>Paper each of 25 marks | 200 |
| (c) Seminar  | 5 Seminar | 20 marks each                                  | 100 |
| (d) Teaching tutorial to P.G. students of the Deptt. (paper assigned by HOD) |           |  | 100 |

## SECOND TERM

|  |           |  |      |
|--|-----------|--|------|
| (a) Examination in   | 100       | 2  | 200  |
| (b) Periodical Test  | 25        | 4 each in two theory<br>Paper each of 25 marks | 200  |
| (c) Seminar  | 5 Seminar | 20 marks each                                  | 100  |
| (d) Teaching tutorial to P.G. students of the Deptt. (paper assigned by HOD) |           |  | 100  |
| (e) Dissertation   | 100       | --   | 100  |
| (f) Viva- Voce   | 100       | --   | 100  |
|  |           |  | 800  |
| Aggregate of max. marks  |           |  | 1400 |

Candidate shall be required to secure, at least 40% marks in the term examination in each paper and in periodical tests and Teaching/ seminar /Tutorials 50% marks shall be required to pass in each semester. Teaching style shall be examined by two or three teachers who will sit among students in class Rooms.

### **Dissertation:**

The Dissertation shall carry 50+50=100 marks. The Dissertation shall be based on running course and the Current topic of dissertation in respect of every researcher and the name of the supervisor shall be finally decided by the Head of Deptt. They shall be required to submit three copies of the Dissertation before theory examination. Provided that in such circumstances as the Head of Department may deem proper, the period for twelve month in fractions of three month for which they shall be required to pay the univei-sity special fees as per rules and for each gap HOD permission is required.

The Dissertation submitted by the candidate shall be examined by one external examiner appointed by the Vice-Chancellor on the recommendation of the Head of the Department. Student will be required to appear at an open Viva-Vice Examination (based on Dissertation). It shall be conducted by the supervisor and Head of Deptt including one external expert concerned. In case the external examiner is not available, another examiner may be appointed out of the panel of examiners. The HOD will award the marks with the consent of internal examiner.



## M.PHIL IN ECONOMICS

### COURSE CURRICULUM

There shall be 4 papers spread over the two semesters.

#### **FIRST SEMESTER**

Paper I - Selected topics in Micro Economic Theory

Paper II - Selected topics in Macro Economic Theory

#### **SECOND SEMESTER**

**Paper III** - Research Methodology.

**Paper IV** - Selected Issues in the Indian Economy.

In addition to the course work, the students will have to write a dissertation which may become the basis of further research to Ph.D. Besides to this, Student will be asked to perform tutorials as prescribed by Academic Council.

#### 1<sup>st</sup> SEMESTER

##### **Paper I**

#### COURSE: SELECTED TOPICS IN MICRO ECONOMIC THEORY

1. Theory of consumer's Behaviour- Samuelson's Revealed preference Theory, Hicks Revision of Demand Theory.
2. Margin list controversy; Average cost pricing principle; price determination, the mark-up rule prediction and critique of average cost pricing.
3. Managerial school and the theory of the firm: Baumol's theory of sales maximization (Static and Dynamic models), Maximum rate of growth and profits hypotheses of Marries; Williamson's model of managerial discretion. Behavioral school and the theory of the firm: The behavioral model of Cyert and March.
4. General equilibrium analysis: Walrasian general equilibrium analysis; existence, uniqueness and stability of equilibrium and general equilibrium.

## Paper II

### COURSE: SELECTED TOPICS IN MACRO ECONOMIC THEORY

1. The simple Keynesian Model of income Determination Extension to 3 sector and 4 sector models.
2. Comparative static's in a closed Economy
  - (i) The IS-LM Model: The interaction of the Real and monetary Sectors: The Keynesian Version, the Neo-classical version, Comparative Static Analysis: The Keynesian Model: The Neo-classical Model.
  - (ii) Relative efficiency of Fiscal and monetary Policies in an IS-LM Model- The crowding out Effect.
  - (iii) Unemployment and the Labour Market, the Neo-classical Labour Market Equilibrium, Keynesian Unemployment.
  - (iv) The Three sector Macro Model: The Neo-classical Version. The Keynesian version, policy Implications of the Neo-classical Keynesian synthesis
3. Demand for Money: The Income -Expenditure approach, Real Balance Effect (Patinkin,) Friedman and modern quantity theory, further developments in the Keynesian approach to the demand for money- Baumol and Tobin.
4. Supply of Money: Endogenous and Exogenous factors determining money supply. Different approaches to the supply of money- conventional approach, Friedman's approach, Radcliff committee approach, approach of Gurley and Shaw, R.B.I. approach to money supply.

## SECOND SEMESTER

### **Paper III**

#### **Course: Research Methodology**

- 1 . Meaning and Significance of Social Research. Difference between social Research and Research in physical Sciences, Scientific Methods.
2. Formulation of a Research Proposal.
3. Sampling- Various Techniques
4. Questionnaire & Interview Methods of collecting Primary Data.
5. National sample survey and other sources of secondary Data.
6. Testing of Hypothesis.
7. Linear Regression Model- Estimation of parameters and tests of their significance.
8. Research Report.

### **Paper IV**

#### **Course: Selected Issues in the Indian Economy**

The Students would be expected to write on any two issues, out of four issues given in the question paper. The issues to be discussed in the classroom shall be notified by the Department each year. For the year 2002-2003 the following issues are prescribed:-

1. India's Economic Reforms.
2. Foreign Trade, Trade Policies and Balance of Payments.
3. Industrial Development since 1950's
4. Poverty and unemployment.
5. Fiscal Policy and Fiscal crisis
6. Public Sector Enterprises.
7. Agricultural Development : Technological change, Policy & Land Reforms.
8. Multinationals : Liberalization, Foreign Direct Investment and Implications.
9. Privatization and Disinvestments Policy
10. Union Budget of 2003: Analysis, Features, future Impact

**Institute of Economics & Finance  
Bundelkhand University, Jhansi  
Master of Applied Economics (MAE)**

**A. Course** : Master of Applied Economics (MAE / M.Sc., Eco.)

**B. Duration** : Two years full time

**C. Medium of Instruction and Examinations:** English & Hindi

**D. Eligibility for Admission**

**i. Minimum eligibility with relaxation**

A candidate shall be eligible for admission to Master of Applied Economics (MAE) course if he/ she has obtained Bachelor's degree; B.A., B. Sc., B.Com. (Pass or Hons.) B. Sc. Engineering or its equivalent degree in any stream from any recognized University.

**Note:**

a) 5% relaxation to SC/ST in minimum eligibility marks.

b) Reservation will apply as per rules

c) Head may consider relaxation of minimum eligibility percentage in special cases if seat are available.

**ii. Procedure of admission**

Direct admission on merit or any other norms prescribed by Bundelkhand University in this regard from time to time. Some seats are reserved for Industry Sponsored/NRI/NRI Sponsored/ Foreign Candidates etc. However, they must meet the eligibility criteria. They will be admitted on the basis for interview only held by a selection committee constituted by the competent authority of Bundelkhand University consisting of Head & two teachers of the department if applications are more than the number of seats.

**iii. Preparation and declaration of merit list**

Merit list will be prepared by the Department or by the Head of the Deptt. who will also prepare a list of candidates for direct admission and admission shall be given on merit basis

**A. Fees**

i. **Tuition fees with full details of subheads:** As Prescribed by University authority

ii. **Rules for refund** of fees: As per university norms

**B. Course structure**

I. The course work shall be divided into two parts as given below:

|                      |               |
|----------------------|---------------|
| 1 <sup>st</sup> Year | July to April |
| 2 <sup>nd</sup> year | July to April |

II. During an academic year a candidate shall be enrolled only for one course of study and shall not appear at any other examination of this or another University.

III. The year wise course outline, total marks **allocated each** paper, internal assessment and marks in yearly examinations are **listed below**. The course content is given in the syllabus

### **C. Examination**

#### **i) Minimum Attendance**

- (a) All students must attend every lecture and practical class. However, to account for the late joining or other such contingencies, the attendance requirement for appearing in the examinations shall be **a minimum of 75% of the classes actually held**.
- (b) In order to maintain the attendance record of a particular course, a roll call will be taken by the teacher in every scheduled lecture and practical class. For the purposes of attendance, every scheduled practical class will count as one attendance unit, irrespective of the number of contact hours.
- (c) The teacher in - charge will consolidate the attendance record for the lectures and practical for each student. Attendance on account of participation in the prescribed functions of NCC, NSS, Inter-University sports, educational tours/field work assigned by the university to students shall be credited to the aggregate, provided the attendance record, duly counter signed by the officer in charge, is sent to the Head of department within two weeks of time after the function! activity, etc.
- (d) The statements of attendance of students shall be displayed on the Department's Notice Board at the end of each month and consolidated attendance before the conclusion of each semester as given in the University Calendar. A copy of the same shall be sent to the Head of the department. Notices displayed on the Notice Board shall be deemed to be a proper notification, and no individuals notice shall be sent to students
- (e) If a student is found to be continuously absent from the classes without information for a period of 30 days, the teacher in charge shall report it to the head of Department and he will issue a notice to such students, as to why his /her admission will not be cancelled within 30 days of issue the notice. A copy of the order shall be communicated to the student's parents.
- (f) A students with less than 75% attendance of the lectures and practical separately in each subject/course shall be detained from appearing in the end semester examination. The Head of the department may consider application for the condonation of attendance up to 5% on account of sickness or any other extenuation circumstances, provided the application for condonation of attendance, duly certified by Registered Medical Practitioner and supported by documentary evidence is submitted within 7 days from the recover.
- (g) A students detained on account of attendance will be re-admitted to the same class in the next academic year on payment of current fees except Enrolment fee, identity card fee and security deposits after seeking permission of the Head.

## ii) Issuance of admit cards

The admit cards for the semester exams shall be issued (lays before the commencement of each semester examinations after clearance:, of all dues

## iii) Scheme/Process of evaluation

- (a) The annual examinations shall be held as per notified schedule. There shall be no supplementary examination. Candidates may reappear in the examination of their uncleared Courses /absent at the next year examination of the same paper along with other students of junior batch . Like wise left over courses.
- (b) The duration Of annual examinations in theory will be 3 hours.
- (c) The semester exams shall be of 70 Marks for each subject.
- (d) The question papers shall beset by either an external or an internal examiner duly appointee through board of studies on the panel sent by HOD.
- (e) Every candidate shall have to submit dissertation at the end of second year.
- (f) Dissertation report shall carry 100 marks.  
The supervisor shall evaluate the dissertation submitted by students for 50 marks and marks list duly signed by the Head of the Department shall be sent of the Registrar. One external Examiner will be evaluate dissertation out of 50 marks The same shall be examined jointly by internal and external examiner and the candidate will be required to appear for Viva - Voce. This shall carry 50 marks. In case of any difference of opinion between external and internal examiners, Head of the Department will take decision & which shall be binding.
- (g) Every candidate shall have to prepare a project study/dissertation in the second year. This subject of Project/Dissertation shall be approved on the recommendations of the supervisor (s) and the Head of the Department.
- (h) A student will be required to maintain record of periodic progress in the project in a Diary. He/She should be in-constant touch with his guide/ supervisor and obtain his signature in the diary regularly.
- (i) The minimum pass marks shall be 40% in each theory/dissertation and viva-voce (combined examination).

## iv) Internal Assessment

- (a) Internal assessment for 30 marks in respect of theory papers will be based on classroom test, case discussions assignment, quizzes, presentations and viva-voice examinations etc. Course instructors shall do the evaluation and marks will be notified within a week of such test.
- (b) Passing marks for internal assessment is 40% for each subject.
- (c) There shall be three test in each course in each semester. However, it is up to the individual faculty member to announce the date for tests or conduct them.
- (d) Internal assessment for 30 marks shall be done by course instructor based on the classroom performance of the student including class attendance and class participation and test.
- (e) Consolidated marks of various components of evaluation shall be maintained by the teacher **concerned for each student** and the **same will be notified** at the end of the semester. 11
- (f) The internal assessment marks shall be submitted to Head of the Department.

v) **Moderation of question papers**

No provision for moderation of question paper. In case of misprint found in the examination Hall, Head is empowered to take corrective decisions/actions

vi) **Qualifying Promotion Criteria**

- (a) A candidate who fails to secure 75% attendance in any course during a particular year will not be allowed to appear in the exam..
- (b) A candidate may be promoted to 2nd Year if he / she has secured at least 36% marks in Previous year.
- (c) After the declaration of the second year results if a candidate fails in any paper in both years he/she will have the option to reappear in these papers in coming year in next two academic year as an ex student along with the next batch.

vii) **Declaration of results and award of degree.**

- (a) The result of the successful candidates shall be declared at the end of the each exam.

**Division**

|             |               |
|-------------|---------------|
| Distinction | 75% and above |
| I Division  | 60% and <75%  |
| II Division | 50% and <60%  |
| Fail        | Less than 50% |

vii) **Back paper and improvement- maximum number of chances**

- a. An examinee who fails to secure minimum pass marks in not more than half of the theory paper and/or in the aggregate shall be declared eligible to appear in back paper/ Such candidates may be admitted provisionally to the next higher semester.
- b. A student shall be allowed to avail two Chances to Clear the Backlog (ie. to appear in two Subsequent examinations in continuation)
- c. Students who are declared failed on not fulfilling conditions in para viii - (a) and viii (b) above may be allowed to reappear, in subsequent examinations as an ex - students without undergoing a regular course study. They shall be required to appear and clear only those paper, viva Projects, in which they could not secure minimum pass marks and /or in any paper in case of having failed to secure minimum pass marks in the aggregate of examination concerned.

**Span Period**

A student must complete all the requirements of MAE degree within a total period of five years from their admission. In a genuine case, if only dissertation is left to be cleared, permission may be granted to submit it even beyond the period of five years with prior approval of Vice chancellor.

**D. Inter University regulations**

- i. Inter University transfer is subject permission from the competent authority from both the institutions on the recommendation of Head.
- ii. If there is any student who has passed his/her previous examination of M.A./M.Sc. Economics from any other University of India, may be allowed to take admission in Master of Applied Economics Final Year Class after Seeking permission from Head of Deptt. However in such cases, the total marks obtained by student shall be assessed panel to this University Grand total i.e 600 marks.

PREVIOUS YEAR  
COMPULSORY PAPER  
PAPER-1  
AEP-01-MICRO ECONOMIC ANALYSIS'

M.M. 70

**Module 1: Introduction and Basic Concepts**

Basic Economic Problem - Choice and Scarcity; Positive and Normative Economics; Characteristics of Equilibrium Partial and general, stability of Equilibrium.

**Module 2: Demand Analysis**

Elasticities (price, cross, income) of demand - theoretical aspects and empirical estimation; Theories of demand - utility; indifference curve (income and substitution effects Hicks and Slutsky theorem, Revealed preference theory; Revision of demand theory by Hicks; Characteristics of goods approach; consumer's choice involving risk; Consumer's surplus; Hicks improvement. Cobweb theorem

**Module 3: Theory of Production and Costs**

Production function - short period and long period; law of variable proportions and returns to scale; Isoquants - Least cost combination of inputs; Returns to factors; Economies of scale Elasticity of substitution; Euler's theorem; Technical progress and production function; Cobb-Douglas, Traditional and modern theories of costs opportunity cost.

**Module 4: Price and Output Determination**

Perfect competition - short run and long run equilibrium of the firm and industry, price and output determination, supply curve; Monopoly -short run and long run equilibrium, price discrimination, monopoly control and regulation, Monopolistic competition - general and Chamberlin approaches to equilibrium, equilibrium of the firm and the group with product differentiation and selling costs, Oligopoly -Non-collusive (Cournot, Chamberlin, Kinked demand curve) and collusive (Cartels and mergers, price leadership).

**Module 5: Alternative theories of the Firm**

Critical evaluation of marginal analysis; A critique of the Neoclassical theory of the firm (Marshall) Baumol's sales revenue maximization model; Williamson's model of managerial discretion; Marris model of managerial enterprise; Game theoretic models:- Theory of Games Managerial theories of the firm.

1. **Baumol's theory of sales maximization.**

2. **Marris's Model of the Managerial Enterprise.**

**Module 6: Distribution**

Neo-classical approach - Marginal productivity theory; Product exhaustion theorem; Theory of distribution in imperfect product and factor markets; Determination of rent, wages, interest and profit, Macro theories of distribution - Ricardian, Marxian, and Kaldor's.

**Module 7: Welfare Economics**

Pigovian welfare economics; Pareto optimal conditions; Compensation principle; Bergson criterion of Social welfare function.

**Module 8: General Equilibrium**

Partial and general equilibrium, Walrasian excess demand and input-output approaches to general equilibrium stability and uniqueness of equilibrium and general equilibrium, coalitions and monopolies;



**COMPULSORY PAPER**  
**PAPER-11**  
**AEP-02- MACRO ECONOMIC ANALYSIS**

**Module 1: National Income and Accounts**

Circular Flow of Income in two-, three-and four-sector economy; different forms of national income accounting - social accounting, input-output accounting, flow of funds accounting and balance of payments accounting.

**Module 2: Consumption Function**

Keynes' psychological law of consumption - implications of the law; short-run and long-run consumption function, Empirical evidence on consumption function; Income-consumption relationship -absolute income, relative income, life cycle and permanent income hypotheses.

**Module 3: Investment Function**

Marginal efficiency of investment and level of investment; Marginal efficiency of capital and investment - long run and short run, the accelerator and investment behaviour.

**Module 4: Demand & Supply of Money**

Classical approach to demand for money - Quantity theory approach, Fisher's equation, Cambridge quantity theory, Keynes's liquidity preference approach, transaction, precautionary and speculating demand for money - aggregate demand for money; concept of  $M_1$ ,  $M_2$ ,  $M_3$ ,  $M_4$

Financial intermediation - A behavioral model of money supply determination, RBI approach to money supply, High powered money and money multiplier.

**Module 5: Neo-classical and Keynesian Synthesis**

Neo classical and Keynesian views on interest; The IS-LM model; Extension of IS-LM model with government sector.

**Module 6: Post-Keynesian Demand For Money**

Post-Keynesian approaches to demand for money - Patinkin and the Real Balance Effect, Approaches of Baumol and Tobin; Friedman and the modern quantity theory, Crisis in Keynesian economics and the revival of monetarism.

**Module 7: Theory of Inflation**

Classical, Keynesian and Monetarist approaches to inflation; Structuralist theory of inflation Inflationary gap; Policies to control inflation.

**Module 8: Business cycles and Economic fluctuations**

Kinds of Economic fluctuation, Nature and phases of Business cycle; Theories of Schumpeter, Kaldor, Samuelson and Hicks, Multiplier and acceleration interaction, Control of business cycles

**COMPULSORY PAPER**  
**PAPER - III**  
**AEP-03- FINACIAL INSTITUTIONS AND MARKETS**

**Module 1: Nature and Role of Financial System**

Money and Finance - Money and near-money - Financial intermediation and financial intermediaries - The structure of the financial system - Functions of the financial sector - Indicators of financial development - Equilibrium in Financial Markets - Financial System and Economic Development - Criteria to evaluate assets: Risk and financial assets, types of risk, return on assets, Return trade off - Valuation of Securities.

**Module 2: Structure of Interest Rates**

Theories of interest rate determination - Level of interest rates - Long period and Short period rates - Term Structure of Interest rates - Spread between lending and deposit rates Administered interest rates -Appropriate interest rate policy.

**Module 3: The Central Bank, Commercial Banks and Monetary Policy**

Functions of Central Bank - The aims and objectives of the monetary policy in developed and developing countries -Instruments of monetary policy - Proliferation of banking and nonbank financial intermediaries - Effectiveness of monetary policy - Credit creation and its control; profitability and efficiency of banks; Development banks - role and functions; Investment banking and merchant banking; Financial sector reforms in India.

**Module 4: Non-bank Financial Intermediaries**

Definition and types of non-bank financial institutions: Their growth and impact on India's economic development, Measures taken to control their operations.

**Module 5: Financial Markets**

Role and structure of money market and capital market - Call money market. Treasury bill market. Commercial bill market including commercial paper and certificate of deposits, Discount market-Government securities market -Markets for derivatives: futures and options, and other derivatives: types, uses and pricing of derivatives -Primary and secondary market for securities; SEBI: its impact on the working of capital market in India; IRDA and its role in financial markets.

**Module 6: International Financial Markets**

Nature, organization and participants - Exchange rates - devaluation and depreciation Working of floating exchange rates since 1973-Risk hedging and futures in exchange rates - international Financial Flows, forins and volume - Rise and fall of Brettonwood Institutions -international Liquidity - Post Masstricht developments - Reforms in International monetary system for developing countries - Lending operation of World Bank and its affiliates - Working of IDA and IFC. The Theory of optimum currency areas - Growth of Regional financial institutions. Asian Development bank and its lending activities; Asian Development Bank and India. Eurodollar and Euro-Currency markets; their developmental role and regulation at the International level.

**COMPULSORY PAPER**  
**PAPER-111**  
**AEP - 04 - PUBLIC FINANCE**

**Module 1: Introduction**

Role of Government in organized society; Changing perspective - government in a mixed economy: public and private sector, cooperation or competition; Government as an agent for economic planning and development; Government as a tool for operationalizing the planning process; private goods, public goods, and merit goods

**Module 2: Public Choice**

Private and public mechanism for allocating resources; Problems for allocating resources; theorem; An economic theory of democracy; Politico-eco-bureaucracy;

**Module 3: Rationale for Public Policy**

Allocation of resources - provision of public goods; Voluntary exchange models; Impossibility of decentralized provision of public good (contributions of Samuelson and Musgrave); Stabilization Policy - Keynesian. case for stabilization policy; Liquidity preference; Social goals; Poverty alleviation; Provision of infrastructural facilities, removing distributional inequalities and regional imbalances.

**Module 4: Public Expenditure**

Wagner's law of increasing state activities; Wiesman- Peacock Hypothesis; Pure theory of public expenditure; Structure and growth of public expenditure; Programme budgeting and zero base budgeting.

**Module 5: Taxation**

Theory of incidence; Alternative concepts of incidence - Allocative and equity aspects of individual taxes; Benefit and ability to pay approaches; Theory of optimal taxation; The problem of double taxation.

**Module 6: Public Debt**

Classical view of public debt. Compensatory aspect of debt policy; Burden of public debt; Sources of public debt; Debt through created money; Public borrowings and price level; principles of debt management and repayment.

**Module 7: Fiscal Policy**

Objectives of fiscal policy-full employment, anti-inflation, economic growth, redistribution of income and wealth; Interdependence of fiscal and monetary policies; Budgetary deficits and its implications; Fiscal policy for stabilization -Alternative measures of resource mobilization and their impact of growth, distribution and prices; Balanced Budget multiplier.

**Module 8: Fiscal Federalism**

Principles of multiunit finance; Fiscal federalism in India; Constitutional provisions; Finance Commission and Planning Commission, Devolution of resources and grants; Theory of grants; Resource transfer from Union to States - Criteria for transfer of resources; Centre - State financial relations in India; Problems of states' resources and indebtedness;

**Module 9: Indian Public Finances**

Indian tax system; Revenue of the Union, States and local bodies; Major taxes in India; base of taxes, direct and indirect taxes, taxation of agriculture, expenditure tax, reforms In direct and indirect taxes, taxes on services; Analysis of Central and State government budgets; Reports of Finance Commissions in India.

COMPULSORY PAPER  
AEP05/RESEARCH METHODOLOGY AND  
STATISTICAL TECHNIQUES                      4

M.M. 70

**Module - I**

Meaning, objectives and significance of research, Formulation of 'research problems and developing a research plan, Research design, Implications of a sample design, different types of a sample selections. Role of hypothesis in social sciences.

**Module - II**

Collection of Data through questionnaire and schedule & some other methods, Time series forecasting of data.

**Module - III**

Statistics and research, Measures of Central tendency, Measures of dispersion and skewness, simple con-elation analysis, Regression, Interpolation and extrapolation, Basic problems of notability.

**Module - IV**

Testing of hypothesis. Interpretation of statistical data, chi-square test, and index number construction.

**Module - V**

Writing a research report:, Steps in research report.

**COMPULSORY PAPER**  
**AEP-06 COMPUTER APPLICATION**

**Module 1: Introduction to Computers and Peripherals**

Basic components of computer - CPU, input-output devices, keyboard, mouse and scanner, video display, printers and plotters, data storage and retrieval, hard disk, floppy disk and CD ROM; Types of computers and their applications; Computer networking and resource sharing, hardware, software and firmware, examples and techniques in programming languages like C, C++ and Java.

**Module 2: Data Processing, Techniques and Algorithms**

Concept of data, record and file; Types of data and data structures, data analysis; File handling and operations like opening, appending and cascading, closing and attribute control, Data storage and retrieval; Data operations; algorithms like sorting, merging, joining and bifurcation; Database concepts and operation on database; DBMS and RDBMS.

**Module 3: Statistical Processing Techniques and Methods**

Series, groups, tables, graphs and objects; Time and frequency series, regression methods and techniques; Regression analysis; Data validation; Trends and cycle city forecasting; System modeling and description, system equation; Specification, Error and correction strategies, Statistical modeling and descriptive statistics, Distribution functions, Regression statistics.

**Module 4: IT Application to Finance**

On line banking; ATM's Electronic stock exchange; Electronic trading, Data sharing and decryption; Electronic transaction; Document delivery, Authentication and validation transaction processing.

**Module 5: IT Application to Commerce**

Electronic trading and marketing, On line shopping and malls, B2C, C2B and G2B models and their applications; Document and transaction security and digital signature; Integrated transaction on mobile platforms.

OPTIONAL PAPER (GROUP A)

FA - 01 - RURAL AGRICULTURAL ECONOMICS

**Module 1: Agriculture and Economic Development**

Nature and scope of agricultural and rural economics; Role of agriculture in economic development; Interdependence between agriculture and industry - some empirical evidence; Agricultural development, poverty and environment.

**Module 2: Diversification of rural Economic Activities**

Livestock economics - Livestock resources and their productivity; Problems of marketing; White revolution; Fishery and poultry development; Forestry, horticulture and floriculture, Issues and problems in rural **industrialization** and development of agro-based industries.

**Module 3: Economics of Rural Infrastructure**

Use of land, water and energy; Rural transport, communication, banking, extension services, role, modes and problems of rural electrification;

**Module 4: Agricultural Production and Productivity**

Agricultural production - Resource use and efficiency; Resource use efficiency in traditional agriculture; Technical change, labour absorption and gender issues in agricultural services.

**Module 5: Land Reforms and Land Policy**

Principles of land utilization; Land distribution - Structure and trends; Land values and rent; Land tenures and farming systems - Peasant, capitalist, collective and state farming; Tenancy and crop sharing - Land reform measures and performance; Problems of marginal and small farmers.

**Module 6: Rural Labour Market**

Rural labour supply; Mobility of labour and segmentation in labour markets; marginalisation of rural labour; Nature, extent and trends in rural unemployment; Agricultural wages in India; Male-female wage differences; Non-agricultural rural employment - Trends and determinants.

**Module 7: Rural Finance**

Role of capital and rural credit; Organized and unorganized capital market; Rural savings and capital formation; Characteristics and sources of rural credit - Institutional and non-institutional; Reorganization of rural credit -cooperatives, commercial banks, regional rural banks; Role of NABARD.

**Module 8: Cooperation in India**

Cooperative movement; Genesis and growth of cooperative sector; Agricultural cooperation in India; Problems and prospects of cooperative institutions.

**Module 9: Agricultural Prices**

Marketing and state policy; Agricultural markets and marketing efficiency - Market structure and imperfections; Regulated markets; Marketed and marketable surplus; Behavior of agricultural prices - Cobweb model; Price and income stability; State policy with respect to agricultural marketing; Warehousing; Prices; Taxation and crop insurance; Objectives of agricultural price policy - Instruments and evaluation; Food security in India and public distribution system.

**Module 10: Agricultural Growth in India**

Recent trends in agricultural growth in India; Inter-regional variations in growth of output and productivity; Cropping pattern shifts; Supply of inputs - Irrigation, Power, seed and fertilizers, Pricing of inputs and role of subsidies; strategy of agricultural development and technological progress-, Sustainable agriculture - indigenous practices; Bio-technological practices and growth potential.

### **Module 11: Agriculture and External Sector**

International trade in agricultural commodities; Commodity agreements - Role of World Trade Organization; Issues in liberalization of domestic and international trade in agriculture Nature and features of agribusiness; Role of MNCs; Globalization of Indian economy and problems and prospects of Indian agriculture;

## **OPTIONAL PAPER PAPER 11**

### **FA- 02- THEORY AND PRACTICE OF COOPERATION**

#### **Module - 11**

**Cooperation:** Definition and principles of cooperation, Objectives, Types of cooperation. Recent developments in the cooperative movement.

State and cooperation, Rationale of State help and assistance, State participation in financial resources of cooperative societies, Cooperative legislation, supervision and audit.

#### **Module - 11**

Cooperative institutions in rural development, Cooperation as a form of organization and its relationship with other kinds of organizations, Cooperation as a balancing factor between the public and the private sectors, Concept of cooperative commonwealth. Various types of cooperative in situations, Structure, functions and current problems of rural Cooperatives

- ❖ Cooperative credit, cooperative processing and marketing, cooperative farming. producer's cooperative, industrial cooperatives, consumer cooperative societies, housing and milk co-operatives.
- ❖ Impact of rural coopefativisation, Cooperatives as change agents. Achievement, pitfalls and prospects.

#### **Module - III**

cooperatives and weaker sections. Cooperatives and landless laborers, marginal fanners and small fanners. The role of rural cooperatives in SFDA, MFDA schemes. Position of rural women in rural cooperatives, DWACRA as a cooperative movement Cooperative education and training programmers in India.

#### **Module - IV**

UP Cooperative Societies Act 1965. Rules for cooperative societies 1968. Model of cooperative societies bill in UP. A detailed study of the UP Cooperative Society Act for the provisions of Registration, membership, privilege and duties of societies, State aid, creation and investment of funds, management, settlement of disputes, powers of the Registrar.

#### **Module - V**

Latest activities of cooperator in India with special reference to Uttar Pradesh. Salient features of movement in U.K.. Germany; Swedon, Denmark. Israel & Japan. Comparative analysis of Indian Cooperative movement with other countries in the growth of Indian Economy.

**OPTIONAL PAPER**  
**GROUP B**  
**FB-01- PAPER 1: AGRICULTURAL**  
**DEVELOPMENT AND PLANNING**

**Module - I**

Basic resources in agriculture. Concept of agricultural productivity; economic concept of land, location of agricultural production, Supply Demand and future requirements of land. Intensity of land-use, Land use planning, Land tenure and land reforms, Critical problems of land in India.

**Module - II**

Demand and supply of agricultural labour. concept and measurement of underemployment in Indian agriculture. Wage levels and wage differentials in agriculture, planning of manpower in agriculture, Critical problem of population in India. Concept of measurement of capital. Theories of capital formation. Specific problems of capital formation in Indian agriculture.

**Module - III**

Agricultural marketing, Basic marketing process for agricultural output, Approach to marketing problems, functional, institutional, commodity concept of vertical and horizontal integration, cooperative marketing.

Marketing institutions in India. Market and marketing channels for agricultural goods and price spreads, Regulated markets and State intervention. Role of Commission on Agricultural costs and prices, Fluctuations and price stabilization of agricultural commodities, WTO with particular reference to agriculture.

**Module - IV**

Agricultural finance Role of credit in agricultural and rural development Institutional and non-institutional sources of agricultural finance. Sound system of agricultural credit, Role of money lenders and regulation of money lending. Cooperative credit structure. Role of commercial banks, Regional rural banks. National Bank for Agricultural and Rural Development, RDI in the financing of agricultural credit.

Problem of overdues and recovery of loans, Magnitudes of overdues, Causes of overdues, Agricultural finance in five year plans.

**Module - V**

Planning for traditional agriculture. Welfare economics and agricultural development planning, resource allocation, Basic system of planning.

Philosophy, objectives. methods and techniques of Indian planning with particular reference to agriculture.

Types of planning-micro, regional. sectional. agro-climatic and regional planning.



**OPTIONAL PAPER**  
**FB - 02 - PAPER 11: PRODUCTION ECONOMICS**  
**AND FARM MANAGEMENT**

**Module - I**

Farm management Its meaning, scope and nature, Relationship with other subjects. Economic principles applied to farm management, Factor-factor, Factor-product and product - product relationship, Cost concepts.

**Module II**

Farm planning and budgeting, Livestock and crop enterprise budgets. Partial and whole farm planning & budgeting, Elementary idea of linear programming.

**Module -III**

Farm records and. accounts, types of farm records maintained on research farms and commercial farms, Income statement, net-worth: assets, liabilities and net worth analysis

**Module -IV**

Farm business analysis System and types of farming, measures of farm income, measures of farm size and farm efficiency.

**UNIT V**

Farm resource acquisition: Land, labour and capital management Measures of management efficiency.

**OPTIONAL GROUP**  
**FE - 01- THEORY OF GROWTH AND DEVELOPMENT**

**Module 1: Economic Growth -1**

Economic growth and development - Factors affecting economic growth: capital, labour and technology; Growth models - Harrod and Domar, instability of equilibrium; Neo-classical growth models - Solow and Meade, Mrs. Joan Robinsons's growth model; Cambridge criticism of Neo classical analysis of growth,

**Module 2: Economic Growth-11**

Technological progress-embodied and disembodied technical progress; Hicks, Harrod; Growth models of Kaldor and Pasinetti, golden rule of accurnulation, Stability of equilibrium; money in economic growth, Tobin, Levhari, Patinkin and Johnson

**Module 3: Social and Institutional Aspects of Development**

Development and underdevelopment- Perpetuation of under development Poverty Absolute and relative; Measuring development and development gap-Per capita income, inequality of income, Human development index and other indices of development and quality of life-Food security, education, health and nutrition; Human resource development; Population problem and growth pattern of population-Theory of demographic transition; Population as limits to growth and as ultimate source. Population, poverty and environment

#### **Module 4: Theories of Development**

Classical theory of development contributions of Adam Smith, Ricardo, Malthus and James Mill; Karl Marx and development of capitalistic economy-theory of social change, surplus value and profit; Schumpeter and capitalistic development; innovation.

#### **Module 5: Approaches to Development**

Partial theories of growth and development - vicious circle of poverty, circular causation, unlimited supply of labour, big push, balanced growth, unbalanced growth, critical minimum effort thesis, low-income equilibrium trap; Dualism-technical, behavioral and social; Ranis and Fei model.

#### **Module 6: Sectoral Aspects of development**

Role of agriculture in economic development; Efficiency and productivity in agriculture, New technology and sustainable agriculture; Globalization and agricultural growth; Rationale and pattern of industrialization in developing countries; The choice of techniques and appropriate technology and employment; Efficiency of small-scale vs. large-scale production; Terms of trade between agriculture and industry;

#### **Module 7: Trade and Economic Development**

International trade as engine of growth; Static and dynamic gains from trade; Prebisch, Singer and Myrdal thesis vs. free trade; Balance of payments, Tariffs, and effective protection', Post-WTO international economic order; WTO and developing countries.

#### **Module 8: Macroeconomic Policies and Development**

Role of monetary and fiscal policies in developing countries - External resources FDI, aid vs. trade, technology inflow; MNC activity in developing countries; Borrowings domestic and external; Burden of borrowing - IMF and World Bank policies in developing countries.

OPTIONAL GROUP  
FC - 02 - PLANNING IN-INDIA

**Module 1: Economic Development and its Determinants**

Approaches to economic development and its measurement - sustainable development; Role of State, market and other institutions; Indicators of development -PQLI, Human Development Index (HDI), gender development indices.

**Module 2: Planning in India**

Objectives and strategy of planning; Failures and achievements of Plans; Developing grassroots organizations for development- Panchayats, NGOs and pressure groups.

**Module 3: Demographic Features, Poverty and Inequality**

Broad demographic features of Indian population; Rural-urban migration; Poverty and Inequality.

**Module 4: Resource Base and Infrastructure**

Energy; Social Infrastructure-education and health; Environment; Regional imbalance;

**Module 5: The Agricultural Sector**

Institutional Structure-land reforms in India; Technological change in agriculture pricing of agricultural inputs and output; Terms of trade between agriculture and industry; Agricultural finance policy; Agricultural Marketing and Warehousing; Issues in food security-policies for sustainable agriculture.

**Module 6: The Industrial Sector**

Industrial policy; Public Sector enterprises and their performance; Problem of sick units in India. Privatization and disinvestment debate; Growth and pattern of Industrialization; Small-scale sector, Productivity in industrial sector; Exit policy-issues in labour market reforms; Approaches for employment generation.

**Module 7: Public Finances**

Fiscal federalism -Centre-state financial relations; finances of central government Problems relating to fiscal policy; Fiscal sector reforms in India.

**Module 8: Money, Banking Prices**

Analysis of price behaviour in India, Review of monetary policy of RBI, Money and capital markets; Working of SEBI in India.

**Module 9: Economic Reforms and External Sector**

Rationale of internal and external reforms; Globalization of India economy; W.T.O. and its impact on the different sectors of the economy; Structure and direction of foreign trade; Balance of payments; Issues in export-import policy and FEMA; Exchange rate policy: Foreign capital and MNCs in India;

**OPTIONAL PAPER**  
**FD - 01 - MATHEMATICAL ECONOMICS.**

**Module 1: Theory of Consumer Behaviour**

Cardinal and ordinal utility; Ordinal utility maximization; Slutsky equation, compensated demand functions, income, substitution, and price effects; Concept of Elasticities - generalizations to n variable case; separable and additive utility functions; homogeneous and homothetic utility functions; constant elasticity of substitution (CES) and transcendental logarithmic utility functions; indirect utility functions; duality theorem; consumer's surplus; Theory of revealed preference and index numbers; Linear expenditure systems; Treatment of demand for durable goods; Empirical demand functions; Consumer behaviour under risk and uncertainty.

**Module 2: Theory of Production**

Production function - homogeneous and non-homogeneous; Properties of Cobb-Douglas production function; CES; CES and trans-log production function; Simple derivation of short and long run cost functions; Modern approach to theory of costs; Cost function; Producer's equilibrium - Laws of return and returns to scale; Constrained optimization of a producer; Generalization to n variable case; Input demand functions; Adding tip theorem; Technical progress through production function; Analysis of joint profit maximization and multi-product firm Production possibility curve; Empirical uses of production function analysis.

**Module 3: Price Determination in Various Markets:**

Price determination in perfect competition, monopoly, monopolistic competition, duopoly, oligopoly and monopsony; Pricing of factors of production; Bilateral monopoly.

**Module 4: Market Equilibrium**

Single market equilibrium - Marshallian and Walrasian equilibrium conditions; Lagged market equilibrium; Multi-market equilibrium - General equilibrium systems of Walras and Debreu; Conditions of stability of equilibrium

**Module 5: Determination of Income and Fluctuations in Income:**

Classical and Keynes' macro system; Static and dynamic multiplier; Determinants of investment; Accelerator; Trade cycle model of Samuelson and Hicks, Goodwin, Kalecki and Philips; Stabilization policy; Rational expectations and economic policy; Lucas's model.

**Module 6: Growth Models**

Harrod problem; Neoclassical model of growth; Solow and Meade growth models with technical progress; Optimal growth; and golden rule of accumulation; Turnpike theorem; Endogenous growth.

**Module 7: Game Theory and Linear Programming and Input-output analysis:**

Concept of game - Two person zero-sum game, Pay-off matrix, pure and mixed strategies, Maximum and minimum solutions, Saddle point solution: Non-constant sum game; Prisoner's dilemma, Linear programming - Primal and dual problem, Simplex method, transport and storage problems and other applications of linear programming in economics; Input-output analysis - Open and closed systems, Hawkins-Simon conditions; Leontief's dynamic system; Testing consistency of planning models.

## **OPTIONAL PAPER FD - 02 - ECONOMETRICS**

### **Module 1: Basic Econometrics**

Nature, meaning and scope of econometrics; Simple and general linear regression model Assumptions, Estimation (through OLS approach) and properties of estimators; Gauss-Markov theorem; Concepts and derivation of  $R^2$  and adjusted  $R^2$ ; Concept and analysis of variance approach and its application in regression analysis; Estimation of non-linear equations - parabolic, exponential, geometric, hyperbolic, modified exponential; Gompertz and logistic functions.

### **Module 2: Problems in Regression Analysis**

Nature, test, consequences and remedial steps of problems of heteroscedasticity; Multicollinearity and auto-correlation; Problems of specification error; Errors of measurement.

### **Module 3: Regressions with Qualitative Independent Variables**

I

Dummy variable technique-Testing structural stability of regression models comparing to regressions, interaction effects, seasonal analysis, piecewise linear regression, use of dummy variables, regression with dummy dependent variables; The LPM, Logit, Probit and Tobit models - Applications.

### **Module 4: Dynamic Econometric Model**

Autoregressive and distributed lag models - Koyak model, Partial adjustment model, adaptive expectations; Instrumental variables; Problem of auto-correlation-Application; Almon approach to distributed-lag models; Error correlation mechanism, Causality test, Granger test and Sims test.

### **Module 5: Simultaneous Equation Models**

Introduction and examples; The simultaneous equation bias and inconsistency of OLS estimators; The identification problem; Rules of identification - order and rank conditions; Methods of estimating simultaneous equation system; Recursive methods and OLS; Indirect least squares (ILS); 2SLS, 3SLS and ML methods-Applications.

### **Module 6: Time Series Analysis**

Stationarity, unit roots, co-integration-spurious regression, Dickey-Fuller test, Engle Granger test, Random walk model, Forecasting with ARIMA modelling; Box-Jenkins methodology; Vector auto regression; Problems with VAR modelling - applications: Time varying parameters and Kalman filter.

### **Module 7: Panel Data Techniques**

Panel data techniques - Random-Coefficients model; Fixed effects model; Random effect model,

### **Module 8: Multivariate Analysis**

Multivariate probability distribution, marginal and conditional probability distribution, multivariate normal distribution and its properties; Hotelling  $T^2$ -test; Discriminant analysis.

**OPTIONAL PAPER**  
**FE - 01 - LABOUR ECONOMICS**

**Module 1: Labour Markets**

Nature and characteristics of labour markets in developing countries like India; Paradigms of labour market analysis -classical, neo-classical and dualistic economy; Demand for labour in relation to size and pattern of investment; choice of technologies -and labour policies; Supply of labour in relation to growth of labour force; Labour market policies; Mobility and productivity of labour; Rationalization; Methods of recruitment and placement; Employment service organization in India.

**Module 1. Employment**

Employment and development relationship - Poverty and unemployment in developing countries; Unemployment -concept, types, and Measurement, particularly in India; Impact of rationalization, technological change and modernization on employment in organized private industry, public sector and employment in agricultural sector; Analysis of educated unemployment; Employment policy in five year plans and its evaluation.

**Module 3: Wage Determination**

Classical, neo-classical and bargaining theories of wage determination; Concepts of Maximum wage, living wage and fair wage in theory and practice; Discrimination in labour markets; Wage determination in various sectors - rural, urban, organized, unorganized and in informal sectors; Non-wage component of labour remuneration; Inflation-wage relationship at micro and macro levels-, Productivity and wage relationship; Analysis of rigidity in labour markets; Asymmetric information and efficiency of labour markets in wage determination: National wage policy; Wages and Wage Boards in India, Bonus system and profit sharing.

**Module 4: Industrial Relations**

Theories of labour movement - Growth, pattern and structure of labour unions in India, Achievements of labour unions; Causes of industrial disputes and their settlement and prevention mechanism, Role of tripartism; Current trends in collective bargaining. Role of judicial activism; Labour legislation in India labour laws and practices in relation to international labour standards.

**Modules 5: State and Labour**

State and social security of labour - Concept of social security and its evolution: Social assistance and social insurance; Review and appraisal of states policies with respect to social security and labour welfare in India; Special problems of labour: Child labour, female labour, Discrimination and gender bias in treatment of labour, Receding state and its effect on working of labour markets, Labour market reforms - Exit policy, need for safety nets, measures imparting flexibility in labour markets, Second National Commission on Labour; Globalization and labour markets.

**OPTIONAL PAPER**  
**FE - 02 - INDUSTRIAL ECONOMICS**

**Module - 1: Framework and Problems of Industrial Economics**

Concept and organization of a firm - ownership, control and objectives of the firm; Passive and active behaviour of the firm.

**Module 2: Market Structure**

Sellers' concentration; Product differentiation; Entry conditions; Economies of scale Market structure and profitability; Market structure and innovation; Theories of industrial location - Weber and Sargent Florence; Factors affecting location.

**Module 3: Market Performance**

Growth of the firm - Size and growth of a firm; Growth and profitability of the firm; Constraints on growth; Productivity, efficiency and capacity utilization - concept and measurement, Indian situation.

**Module 4: Indian Industrial Growth and Pattern**

Classification of industries; Industrial policy in India - Role of Public and private sectors; Recent trends in Indian industrial growth, MNCs and transfer of technology; Liberalization and privatization; Regional industrial growth in India; Industrial economic concentration and remedial measures; Issues in industrial proliferation and environmental preservation; Pollution control policies.

**Modules 5: Industrial Finance**

Owned, external and other components of funds; role, nature, volume and types of institutional finance - IDBI, IFCI, SFCs, SIDC, commercial banks, etc;

**Module 6: Industrial Labour**

Structure of industrial labour, Employment dimensions of Indian Industry, Industrial legislation; Industrial relations; Wages and Problem of bonus - labour market reforms.

**Module 7: Current Problems of Selected Industries**

Iron and Steel, Cotton textiles, Jute; Sugar; Coal; Cement and engineering goods; Development of small-scale and cottage industries in India.

OPTIONAL PAPER  
FF - 01- INTERNATIONAL TRADE AND FINANCE

**Module 1: Theory of International Trade**

The pure theory of international trade - Theories of absolute advantage, comparative advantage and opportunity costs, modern theory of international trade; Theorem of factor price equalization; Empirical testing of theory of absolute cost and comparative cost-Heckscher- Ohlin theory of trade. Kravis and Linder theory of trade, Role of dynamic factors, i.e., changes in tastes, technology and factor endowments in explaining the emergence of trade; The Rybczynski theorem -concept and policy implications of immiserizing growth; Causes of emergence and measurement of intra industry trade and its impact on developing economies.

**Module 2: Measurement of Gains and Theory of Interventions**

Measurement of gains from trade and their distribution; Concepts of terms of trade, their uses and limitations; Hypothesis of secular deterioration of terms of trade, its empirical relevance and policy implications for less developed countries; The Theory of Interventions (Tariffs, Quotas and non-tariff barriers); Economic effects of tariffs and quotas on national income, output, employment, terms of trade, income distribution; Trade under imperfectly competitive market.

**Module 3: Balance of Payments**

Meaning and components of balance of payments; Equilibrium and disequilibrium in the balance of payments; The process of adjustment under systems of gold standard, fixed exchange rates and flexible exchange rates Relative merits and demerits of fixed and flexible exchange rates in the context of growth and development in developing countries.

**Module 4: The Theory of Regional Blocs**

Forms of economic cooperation; Rationale and economic progress of SAARC/ SAPTA and ASEAN regions. Problems and prospects of forming a customs union in the Asian region. Regionalism (EU, NAFTA); Multilateralism and WTO; Rise and fall of gold standard and Brettonwoods system; Need, adequacy and determinates of international reserves; Conditionality clause of IMF, Emerging International Monetary System with special reference to Post- Maastricht developments and developing countries; Reform of the International Monetary System, India and developing countries; Functions of GATT/WTO (TRIPS, TRIMS), UNCTAD, IMF, World Bank and Asian Development Bank- Their achievements and failures; WTO and World Bank from the point of view of India.

**Module 5: Trade Policies in India**

Trade problems and trade policies in India during the last five decades; Rationale and impact of trade reforms since 1991 on balance of payments, employment and growth. Problems of India's international debt; Working and regulations of MNCs in India; Instruments of export promotion and recent import and export policies and agenda for future.



**Department of Banking, Economics & Finance**  
**Bundelkhand University, Jhansi**  
**Post Graduate Diploma in Business Management**  
**Ordinance**

**A. Courses:** P.G. Diploma in Business Management (A S.F.S, Course)

**B. Duration:** One year full time (Including two semesters)

**Medium of Instruction and Examinations:** English

**C. Admission Process**

**i. Minimum eligibility with relaxation**

- a) A candidate shall be eligible for admission to **Post Graduate Diploma** courses if he/ she has obtained bachelor's degree; B.A., B.Sc., B.Com. (Pass or Hons.) B.Sc. Engineering or its equivalent degree recognized by Bundelkhand University.

Note:- Reservation will apply as per rules.

**ii. Procedure of admission**

Should have qualified the admission test/ interview/ group discussion conducted by UPMCAT/MAT/Bundelkhand University or any other norms prescribed by Bundelkhand University in this regard from time to time

**iii Preparation and declaration of merit list**

Merit list will be prepared centrally by the University Admission committee/department. Head of the will also prepare a list of candidates for direct admission and admission shall be given on merit basis

**D. Fees**

- i. Tuition and fees with full details of subheads: **As prescribed by University authority**
- ii. **Rules for refund of fees:** As per university norms

**E. Scheme of the Course**

- i. The course work shall be divided into two parts as given below:  
**Part I** Semester I July to December  
Semester II December to May
- ii. During an academic year a candidate shall be enrolled only for one course of study and shall not appear at any other examination of this or any other University.
- iii. The semester wise course outline, total marks allocated to each paper, internal assessment and marks in semester examinations are listed below. The course content is given in the syllabus

## **F. Examination**

### **i.) Minimum Attendance**

- a). All students must attend every lecture and practical class. However, to account for the late joining or other such contingencies, the attendance requirement for appearing in the examinations shall be **a minimum of 75% of the classes actually held.**
- b). In order to maintain the attendance record of a particular course, a roll call will be taken by the teacher in every scheduled lecture and practical class. For the purposes of attendance, every scheduled practical class will count as one attendance unit, irrespective of the number of contact hours.
- c). The teacher in - charge will consolidate the attendance record for the lectures and practical for each student. Attendance on account of participation in the prescribed functions of NCC, NSS, Inter- University sports, educational tours/field work assigned by the university to students shall be credited to the aggregate, provided the attendance record, duly counter signed by the officer in charge, is sent to the Head of department within two weeks of time after the function/ activity, etc.
- d). The statements of attendance of students shall be displayed on the Department's Notice Board at the end of each month and consolidated attendance before the conclusion of each semester as given in the University Calendar. A copy of the same shall be send to the head of the department /office of dean of faculty for record. Notices displayed on the Notice Board shall be deemed to be a proper notification, and no individuals notice shall be sent to students
- e). If a student is found to be continuously absent from the classes without information for a period of 30 days, the teacher in charge shall report it to the Registrar through the head of Department. Registrar will issue a notice to such students, as to why his/ her admission will be taken by the Registrar within 30 days of issue the notice. A copy of the order shall be communicated to the student's parents.
- f). A students with less than 75% attendance of the lectures and practical separately in each subject/course shall be detained from appearing in the end semester examination. The Head of the department may consider application for the condonation of attendance upto 5% on account of sickness or any other extenuation circumstances, provided the application for condonation of attendance, duly certified by Registered Medical Practitioner and supported by documentary evidence is submitted within 7 days from the recovery.
- g). A students detained on account of attendance will be re-admitted to the same class in the next academic year on payment of current fees except Enrolment fee, identity card fee and security deposits after seeking permission of the Head.

### **ii). Issuance of admit cards**

The admit cards for the semester exams shall be issued at least **5 days** before the commencement of each semester examinations after clearance of all dues.

### **iii). Scheme/Process of evaluation**

- a). The semester examinations shall be held at the end of each semester as per notified schedule. There shall be no supplementary examination. Candidates may reappear in the examination of their uncleared courses/absent at the next semester examination of the same paper along with other students of junior batch. Thus, the left over courses of first semester shall be cleared in the III semester and those of II semester in IV semester. Likewise, leftover courses of III and IV semester would be taken by the student next year along with,
- b). The duration of semester examinations in theory and lab papers will be 3 hours. The practical examination shall be conducted by one internal examiner and one external examiner.
- c). The semester exams shall be of 70 Marks for each subject.
- d). The question papers shall be set by either an external or an internal examiner duly appointed through board of studies/Vice Chancellor's approval on the panel sent by HOD.
- e). Every candidate shall have to undergo eight weeks summer training in an organization of repute on India or abroad. The project for the summer training shall be assigned by the organization concerned.
- f). Upon completion of the training, the training report has to be submitted in duplicate immediately on joining the third semester.
- g). Training project report and Viva shall carry 100 marks.
- h). Any candidate who fails to defend his/her training report satisfactorily shall have to undergo training afresh at the following year and defend it in similar manner as laid down above.
- i). All students are required to present at the time of presentation. Their attendance will be taken into account while awarding marks for presentation.
- j). Every candidate shall have to prepare a project study/ dissertation in the fourth semester. This subject of project/dissertation shall be approved on the recommendations of the supervisor(s) and the Head of the Department.
- k). A student will be required to maintain record of periodic progress in the project in a diary. He/She should be in constant touch with his guide/supervisor and obtain his signature in the diary. There would be continuous appraisal of the project.
- l). The minimum pass marks shall be 40% in each theory/Lab course/dissertation and viva-voce (combined examination).

### **Internal Assessment**

- a). Internal assessment for 30 marks in respect of theory papers will be based on classroom test, case discussions assignment, quizzes, presentations and viva-voce examinations etc. Course instructors shall do the evaluation and marks will be notified within a week of such test,
- b). Passing marks for internal assessment is 40% for each subject.
- c). There shall be two to three tests in each course (per each semester). However, it is upto the individual faculty member to announce the date for tests or conduct them without prior announcement,

- d). Internal assessment for 30 marks shall be done by course instructor based on the classroom performance of the student including class attendance and class participation.
- e). Consolidated marks of various components of evaluation shall be maintained by the teacher concerned for each student and the same will be notified at the end of the semester.
- f). The internal assessment marks shall be submitted by Head of the Department to the Registrar at the end of the semester.
- g). A candidate who has to reappear (as an ex-student) in the examination of a course will retain the marks of internal assessment.
- h). A student who is required to seek re-admission for whatever reason will be required to appear for internal assessment afresh.

**v). Moderation of question papers**

No provision is for moderation of question paper. In case of misprint found in the examination hall, centre superintendent is empowered to take corrective decisions/actions

**vi). Qualifying Promotion Criteria**

- a). A candidate who fails to secure 75% attendance in any course during a particular semester will have to seek re-admission.
- b). No candidate shall be promoted to **Post Graduate Diploma's** Semester-II if he/she fails in more than two (2) papers of **Post Graduate Diploma's** Semester-I Examination. Such student shall seek re-admission in 1st semester in the next academic session as a regular student.
- c). A candidate may be promoted to 2<sup>nd</sup> Semester if he/ she has secured at least 50% marks in first Semester.

**vii). Declaration of results and award of degree.**

The result of the successful candidates shall be classified at the end of the final year of examination on the basis of the aggregate of marks of all subjects (theory, practical and project) secured by the candidate in the I & II year examinations, as indicated below:

|             |                 |
|-------------|-----------------|
| I Division  | : 60% & above   |
| II Division | : 50% to <60%   |
| Fail        | : Less than 40% |

**viii). Back paper and improvement- maximum number of chances**

a An examinee who fails to secure minimum pass marks in not more than half of the theory paper and/or in the aggregate shall be declared eligible to appear in back paper/supplementary. Such candidates may be admitted provisionally to the next higher semester, subject to their clearing the backlog, as provided herein afterward.

**b. A student shall be allowed to avail two Chances to Clear the Backlog**

**Span /Period**

A student must complete all the requirements of **Post Graduate Diploma's** degree within a total period of five years from their admission. In a genuine case, if only dissertation is left to be cleared, permission may be granted to submit it even beyond the period of five years with prior approval of Vice-chancellor.

**ix. Re-evaluation, scrutiny and moderation of results.**

Re-evaluation, scrutiny and moderation of results shall be conducted as per the general policy of the university.

**G. Inter University regulations**

- i. Inter University transfer is subject permission from the competent authority from both the institutions.
- ii. This is subject to our minimum eligibility criteria as mentioned above (**Refer Para D**)
- iii. The papers in which transferee students had passed (minimum 40% in each papers and aggregate 50% will be waived.
- iv. The previous institutions should be recognized by Bundelkhand University

H. **Detailed syllabus:** Please refer the following enclosure

**COURSE STRUCTURE PGDBM**

(1) P.G. Diploma in Business Management

| Paper code – PGDBM  | Paper Titel  |
|---|--|
| Semester -1<br>DB/01<br>DB/02<br>DB/03<br>DB/04           | Financial Institution & Market<br>Central Banking & Monetary Policy<br>Practice of Law & Banking<br>MIS & Computer Application |
| Semester -II<br>DB/05<br>DB/06<br>DB/07<br>DB/08<br>DB/09 | Credit management<br>Human Recourse Management<br>Funds Management in Com. Bank<br>Financial Accounting<br>Comprehensive Viva  |

**Institute of Economics & Finance**  
**PGDBM 101**  
**Financial Institute and Market**

Unit-I

Economics development and growth of financial insulation, An introduction to Organization objectives, regulations, operations, schemes.

Unit-II

Management and control of IDBI,IFCI,ICICI, SFCI, SFCs etc. Commercial Banks. Integrated financial companies. Merchant bankers. Mutual funds.

Unit-III

Regulatory institutions-RBI,SEBI,CCI,CRISIL,SHCI, DFHI.

Unit-IV

Financial services, Concepts and main and legal framework of leasing, hire factoring, bill discounting.

Unit-V

Venture capital, real estate financing, consumer finance, trade and commercial insurance.

**Institute of Economics & Finance**  
**PGDBM 102**  
**CENTRAL BANKING AND MONETARY POLICY**

Unit-1

Central Bank: Concepts and functions: The rise of central a logical perspective, Bank of Issue. The government's Banker, agent and Adviser. The custodian of the Cash Reserves of the commercial banks, custodian foreign exchange, Lender of Last Resort and the bank of rediscount, bank of central clearance, settlement and transfer.

Unit-II

Credit and monetary management in view of income and employment theories. The control of credit, discount rate policy, open market operations, variable reserves requirement, other methods of credit control.

Unit-III

Monetary policy:

Objective monetary policy: Neutral money as an objective of Monetary policy. Stable exchange rate, stabilization of the price level and control of trade cycle, economic development, full employment. Monetary policy of India.

Unit-IV

Foreign Exchange management And exchange control.

The foreign exchange market, how is the rate of exchange determined, spot forward exchange market. BOP, Disequilibrium in balance of payment. IMF.

Unit-V

Financial Intermediaries in the Indian Economy

**Institute of Economics & Finance**  
**PGDBM 103**  
**PRACTICE OF LAW AND BANKING**

**Unit-I**

Banking introduction –definition and function.  
Principal of good Lending-Liquidity: profitability, Safety, Notional interest,  
Organizational set up.

**Unit-II**

Borrower's study and status report  
Credit rating of customers  
Loan application, study of account-financial position  
Statement and its credit analysis-certificates  
Report form Bankers opinion- capacity certificates  
Transfer of borrower account-different types of borrowers.

**Unit-III**

Forms of advances/security/documentation  
Term Loan, working capital facilities, Bank guarantee, consortium lending-hire purchase  
finance and leasing personal Loan.  
Security-Pledge mortgage-Hypothecation-Legal assignment and valuation set off Lien.

**Unit-IV**

Advance against title of good, stock exchange securities advance against fixed deposit  
receipt life insurance policies, supply bills.

Supervision and control of advances, recovery of advances-Fraud control management.

**Unit-V**

Law relating to deposit account: secrecy, customs and practices, Nomination in Bank  
account.

Legal aspects of banking

- Role of collecting banker-crossing of cheque Negotiable instrument Act 1881.  
Arbitration and consulation.
- Commercial Documents Evidence Act 1939.

Banking regulation act 1949

- Preliminary-business of banking companies
- Provision of the nationalizing act.
- Control over management provision relating to certain operations of banking  
companies.

Books Recommended:

- Banker's manual-Taxman's
- Practical banking advance-Bedi & Hardikar
- Negotiable instrument act (1981)-8 M.Chaturvedi
- Merchantile law- N.D. Kapoor.

**Institute of Economics & Finance**  
**PGDBM – 104**  
**Computer Application and MIS**

Unit – I

Computers – An introduction, computer in Business elements of computer system, components of a computer system, Generations of computers and computer Languages.

Unit – II

Operation system – Types and functions, translators, Interpreter, Compiler, assembler, Connectors, Application Software & System Software.

Unit – III

Word Processing – Working with word document, M.S. Excel

Unit – IV

Management information System, Definitions basis concepts frameworks, System development life cycle, Role of Management information system, Managerial decision making. Decision making process problem solving techniques, Types of information system.

**Institute of Economics & Finance**  
**PGDBM 105**  
**CREDIT MANAGEMENT**

Unit-I

RBI and credit policy-credit control. Bank lending –principles of sound lending. Project formulation and appraisal. Financial analysis for managing credit risk.

Unit-II

Term loan and working capital finance. Trade financing- different kinds of facilities extended

Unit-III

Consortium lending. Follow up and monitoring of advances. Review and renewals.

Unit- IV

Princing, Rehabilitation of sick industry. Credit rating. Customer profitability assessment.

Unit-V

Pricing loans, Non- performing advances and recovery management, Debt recovery tribunal.

References:

- Practical banking advances-H.L. Bedi Hardikar
- Bank handing-Arun Chatterjee.
- Financial management-Khan & Jam



**Institute of Economics & Finance**  
**PGDBM 106**  
**HUMAN RESOURCE MANAGEMENT IN BANKS**

**Unit-I**

**Introduction to human resources management.**

- Introduction, meaning & definition importance
- Characteristics of HRM in Banks
- HRM policy & philosophy
- HRM planning in the industry.

**Unit-II**

**Employment procedure & developing human resources in Bank**

- Recruitment selection
- Employer induction
- Training and development
- Employees motivation
- Performance appraisal

**Unit-III**

**Employment Relationship**

- Importance
- An overview of personnel relation in the Industry at different level.
- Employees participation
- Work culture and its impact on efficiency

**Unit-IV**

**Industrial disputes and control**

- Legal aspect
- Trade unionism
- Wage fixation formulas
- Grievance administration
- Collective Bargaining

**Unit-V**

**Changing profit of HRM in Bank-Post Liberalization scenario:**

- An overview
- VRS in Banks and its impact
- Comparative study of personnel relation in Banks (Public Sector Bank, private Bank & MNCs)
- Revolutionary impact of information on technology on human resource development

**Institute of Economics & Finance**  
**PGDBM 107**  
**FUNDS MANAGEMENT**

**Unit-I**

Concept of Asset-Liability management NII, NIM, Spread-Management in Banks; pricing a transfer price mechanism, liquidity risk analysis.

**Unit-II**

Asset securitization, interest rate risk and its management, yield curve and interest rate structure forward rate agreements, interest rate swaps.

**Unit-III**

Capital adequacy for banks. Prudential guidelines for Banks,

**Unit-IV**

Credit risk and pricing of products,

**Unit-V**

The Indian foreign exchange market, Characteristics, Functioning and currency risk.

**READING LIST**

- Kurana S.K. Assets Liability Management sky lark publications
- Bhalla V.K. Investment Management, Schand & Co.

**Institute of Economics & Finance**  
**PGDBM 108**  
**FINANCIAL ACCOUNTING**

**Unit-I**

Introduction : Meaning, need and importance of accounting. Accounting equations, Functions of Accounting, Financial accounting, Management accounting and Cost Accounting. Accounting concept and conventions and Accounting Standards.

**Unit-II**

Recording transactions, Recording in journal, types of journals and subsidiary books, Cash book, Sales return book etc. Ledger, posting of entries.

**Unit-III**

Bank reconciliation and its meaning, preparation of Bank reconciliation statement, Trial balance and its meaning, Preparation of trial balance.

**Unit-IV**

Presentation of financial results, formats of P & L Accounts and Balance Sheet-Vertical and Horizontal, preparation of final accounts and balance sheet.

**Unit-V**

Introduction to consignment and joint-venture accounts and simple partnership accounts. Company accounts. Issue of share and debentures, Depreciation Accounting.

**Department of Banking, Economics & Finance**  
Bundelkhand University, Jhansi  
Post Graduate Diploma in Finance Management  
Ordinance

**F. Courses:** P.G. Diploma in Finance Management (**A S.F.S, Course**)

**G. Duration:** One year full time (Including two semesters)

**Medium of Instruction and Examinations:** English

**H. Admission Process**

**i. Minimum eligibility with relaxation**

- a) A candidate shall be eligible for admission to **Post Graduate Diploma** courses if he/ she has obtained bachelor's degree; B.A., B.Sc., B.Com. (Pass or Hons.) B.Sc. Engineering or its equivalent degree recognized by Bundelkhand University.

Note:- Reservation will apply as per rules.

**ii. Procedure of admission**

Should have qualified the admission test/ interview/ group discussion conducted by UPMCAT/MAT/Bundelkhand University or any other norms prescribed by Bundelkhand University in this regard from time to time

**iii Preparation and declaration of merit list**

Merit list will be prepared centrally by the University Admission committee/department. Head of the will also prepare a list of candidates for direct admission and admission shall be given on merit basis

**I. Fees**

- iii. Tuition and fees with full details of subheads: **As prescribed by University authority**  
iv. **Rules for refund of fees:** As per university norms

**J. Scheme of the Course**

- iv. The course work shall be divided into two parts as given below:  
**Part I** Semester I July to December  
Semester II December to May
- v. During an academic year a candidate shall be enrolled only for one course of study and shall not appear at any other examination of this or any other University.
- vi. The semester wise course outline, total marks allocated to each paper, internal assessment and marks in semester examinations are listed below. The course content is given in the syllabus

## **F. Examination**

### **i.) Minimum Attendance**

- a). All students must attend every lecture and practical class. However, to account for the late joining or other such contingencies, the attendance requirement for appearing in the examinations shall be a minimum of 75% of the classes actually held.
- b). In order to maintain the attendance record of a particular course, a roll call will be taken by the teacher in every scheduled lecture and practical class. For the purposes of attendance, every scheduled practical class will count as one attendance unit, irrespective of the number of contact hours.
- c). The teacher in - charge will consolidate the attendance record for the lectures and practical for each student. Attendance on account of participation in the prescribed functions of NCC, NSS, Inter- University sports, educational tours/field work assigned by the university to students shall be credited to the aggregate, provided the attendance record, duly counter signed by the officer in charge, is sent to the Head of department within two weeks of time after the function/ activity, etc.
- d). The statements of attendance of students shall be displayed on the Department's Notice Board at the end of each month and consolidated attendance before the conclusion of each semester as given in the University Calendar. A copy of the same shall be send to the head of the department /office of dean of faculty for record. Notices displayed on the Notice Board shall be deemed to be a proper notification, and no individuals notice shall be sent to students
- e). If a student is found to be continuously absent from the classes without information for a period of 30 days, the teacher in charge shall report it to the Registrar through the head of Department. Registrar will issue a notice to such students, as to why his/ her admission will be taken by the Registrar within 30 days of issue the notice. A copy of the order shall be communicated to the student's parents.
- f). A students with less than 75% attendance of the lectures and practical separately in each subject/course shall be detained from appearing in the end semester examination. The Head of the department may consider application for the condonation of attendance upto 5% on account of sickness or any other extenuation circumstances, provided the application for condonation of attendance, duly certified by Registered Medical Practitioner and supported by documentary evidence is submitted within 7 days from the recovery.
- g). A students detained on account of attendance will be re-admitted to the same class in the next academic year on payment of current fees except Enrolment fee, identity card fee and security deposits after seeking permission of the Head.

### **ii). Issuance of admit cards**

The admit cards for the semester exams shall be issued at least **5 days** before the commencement of each semester examinations after clearance of all dues.

### **iii). Scheme/Process of evaluation**

- a). The semester examinations shall be held at the end of each semester as per notified schedule. There shall be no supplementary examination. Candidates may reappear in the examination of their uncleared courses/absent at the next semester examination of the same paper along with other students of junior batch. Thus, the left over courses of first semester shall be cleared in the III semester and those of II semester in IV semester. Likewise, leftover courses of III and IV semester would be taken by the student next year along with,
- b). The duration of semester examinations in theory and lab papers will be 3 hours. The practical examination shall be conducted by one internal examiner and one external examiner.
- c). The semester exams shall be of 70 Marks for each subject.
- d). The question papers shall be set by either an external or an internal examiner duly appointed through board of studies/Vice Chancellor's approval on the panel sent by HOD.
- e). Every candidate shall have to undergo eight weeks summer training in an organization of repute on India or abroad. The project for the summer training shall be assigned by the organization concerned.
- f). Upon completion of the training, the training report has to be submitted in duplicate immediately on joining the third semester.
- g). Training project report and Viva shall carry 100 marks.
- h). Any candidate who fails to defend his/her training report satisfactorily shall have to undergo training afresh at the following year and defend it in similar manner as laid down above.
- i). All students are required to present at the time of presentation. Their attendance will be taken into account while awarding marks for presentation.
- j). Every candidate shall have to prepare a project study/ dissertation in the fourth semester. This subject of project/dissertation shall be approved on the recommendations of the supervisor(s) and the Head of the Department.
- k). A student will be required to maintain record of periodic progress in the project in a diary. He/She should be in constant touch with his guide/supervisor and obtain his signature in the diary. There would be continuous appraisal of the project.
- l). The minimum pass marks shall be 40% in each theory/Lab course/dissertation and viva-voce (combined examination).

### **Internal Assessment**

- a). Internal assessment for 30 marks in respect of theory papers will be based on classroom test, case discussions assignment, quizzes, presentations and viva-voce examinations etc. Course instructors shall do the evaluation and marks will be notified within a week of such test,
- b). Passing marks for internal assessment is 40% : of each subject.
- c). There shall be two to three test In each course (p each semester. However, It is upto the individual faculty member to announce the date for tests or conduct them without prior announcement,

- d). Internal assessment for 30 marks shall be done by course instructor based on the classroom performance of the student including class attendance and class participation.
- e). Consolidated marks of various components of evaluation shall be maintained by the teacher concerned for each student and the same will be notified at the end of the semester.
- f). The internal assessment marks shall be submitted by Head of the Department to the Registrar at the end of the semester.
- g). A candidate who has to reappear (as an ex-student) in the examination of a course will retain the marks of internal assessment.
- h). A student who is required to seek re-admission for whatever reason will be required to appear for internal assessment afresh.

**v). Moderation of question papers**

No provision is for moderation of question paper. In case of misprint found in the examination hall, centre superintendent is empowered to take corrective decisions/actions

**vi). Qualifying Promotion Criteria**

- a). A candidate who fails to secure 75% attendance in any course during a particular semester will have to seek re-admission.
- b). No candidate shall be promoted to **Post Graduate Diploma's** Semester-II if he/she fails in more than two (2) papers of **Post Graduate Diploma's** Semester-I Examination. Such student shall seek re-admission in 1st semester in the next academic session as a regular student.
- c). A candidate may be promoted to 2<sup>nd</sup> Semester if he/ she has secured at least 50% marks in first Semester.

**vii). Declaration of results and award of degree.**

The result of the successful candidates shall be classified at the end of the final year of examination on the basis of the aggregate of marks of all subjects (theory, practical and project) secured by the candidate in the I & II year examinations, as indicated below:

|             |                 |
|-------------|-----------------|
| I Division  | : 60% & above   |
| II Division | : 50% to <60%   |
| Fail        | : Less than 40% |

**viii). Back paper and improvement- maximum number of chances**

a An examinee who fails to secure minimum pass marks in not more than half of the theory paper and/or in the aggregate shall be declared eligible to appear in back paper/supplementary. Such candidates may be admitted provisionally to the next higher semester, subject to their clearing the backlog, as provided herein afterward.

**b. A student shall be allowed to avail two Chances to Clear the Backlog**

**Span /Period**

A student must complete all the requirements of **Post Graduate Diploma's** degree within a total period of five years from their admission. In a genuine case, if only dissertation is left to be cleared, permission may be granted to submit it even beyond the period of five years with prior approval of Vice-chancellor.

**ix. Re-evaluation, scrutiny and moderation of results.**

Re-evaluation, scrutiny and moderation of results shall be conducted as per the general policy of the university.

**I. Inter University regulations**

- v. Inter University transfer is subject permission from the competent authority from both the institutions.
- vi. This is subject to our minimum eligibility criteria as mentioned above (**Refer Para D**)
- vii. The papers in which transferee students had passed (minimum 40% in each papers and aggregate 50% will be waived.
- viii. The previous institutions should be recognized by Bundelkhand University

J. **Detailed syllabus:** Please refer the following enclosure

**COURSE STRUCTURE PGDFM****(2) P.G. Diploma in Finance Management**

| Paper code – PGDFM  | Paper Titel  |
|---|--|
| Semester -1<br>DF/01<br>DF/02<br>DF/03<br>DF/04           | MIS & Computer Application<br>Financial Managment<br>Accounting For MANagers<br>Industrial Training & Project Viva                                       |
| Semester -II<br>DF/05<br>DF/06<br>DF/07<br>DF/08<br>DF/09 | Portfolio Management & Security Analysis<br>Capital Market & Merchant Banking<br>Marketing Financial Services<br>Financial Control<br>Comprehensive Viva |

DF – 101  
Computer Application and MIS

Unit – I

Computers – An introduction, computer in Business elements of computer system, components of a computer system, Generations of computers and computer Languages.

Unit – II

Operation system – Types and functions, translators, Interpreter, Compiler, assembler, Connectors, Application Software & System Software.

Unit – III

Word Processing – Working with word document, M.S. Excel

Unit – IV

Management information System, Definitions basis concepts frameworks, System development life cycle, Role of Management information system, Managerial decision making. Decision making process problem solving techniques, Types of information system.



DF - 102  
Financial Management

Unit -1

Introduction to Financial Management

Meaning and evolution of business finance scope of financial management, Finance functions and role of finance manager. Finance Goal-profit Vs Wealth. Conflict of Goals: management Vs. Owner. Financial Goal firms objections.

Unit – II

Source of Finance Share capital –

Ordinary and Preference and Debentures, Term Loans. Retained Earning – Significance and Limitations. Stock exchange: functioning, importance and regulation.

Unit – III

Working Capital Management:

Concept and determinants of working capital, Management of cash receivables and inventory management formulation of credit policy, optimum level of cash. EOQ and ABC analysis cause quinces of inadequate/surplus working capital.

Unit IV

Capital Budgeting:

Meaning and features of capital budgeting, need for capital Budgeting. Techniques of capital Budgeting- Discounting and Non-discounting. Time value of money, Payback, Average rate of return (ARR) net present value (NPV) and internal rate of return (IRR) Numerical, Advantages and limitations of different methods of capital Budgeting.

Unit V

Capital structure and cost of capital

Meaning and features of an appropriate capital structure. Financial and operating leverage. Cost of capital and opportunity cost concept. Determining component cost of capital and weighted average cost of capital (WACC).

Accounting for Manager

Unit I

Meaning and scope of Accounting, Need development definition of accounting, Book- keeping and accounting, objectives of accounting, Accounting principles, Accounting Standards in India, Accounting transactions, Accounting Cycle, Journal, Rules of debit and credit compound journal entry, Relationship between journal and ledger, Rules regarding posting, Trial balance; Sub division of journal.

Unit II

Financial Statement – Introduction, Objectives and Advances, preparation of Trading account, Profit and Loss account, and Balance sheet with Adjustment entries.

Unit III

Nature and scope, Difference between financial accounting, cost accounting and management accounting.

Unit IV

Ratio Analysis – Meaning, Objectives, Nature and Mode & Limitation

Unit V

Fund flow Statement and Cash Flow Statement- Meaning, Objectives, Important, Differences, Limitations. Fund Flow statement- Preparation of Schedule Showing in Working Capital Fund from Operation, Fund Flow Statement, and Cash Flow Statement, Preparation of Fund Flow Statement by Ind method.

DF - 105

Portfolio Management and Security Analysis

Unit – I

Meaning of portfolio, Features of various securities included in a portfolio, Investment speculation and gambling. Risk in portfolio – systematic and Unsystematic Risk. Returns and investor's attitude to words risk and return.

Unit –II

Security Valuation

Element of investment – approaches to investment, Basis valuation models. Valuation of Bonds, Preference shares and common stock. Theory and numerical.

Unit –III

Fundamental and technical analysis-Board Letter

Economic, Industry and company analysis Assumptions under technical analysis. Dow theory Technical mediators, Intrinsic value and market value of securities. Sale and purchase decision under technical and fundamental analysis. Difference of the two approaches.

Unit – IV

Efficient market theory

Weak form, semi strong form and strong form of market. Experiments and analysis of theory. Comparison with fundamental and technical school of thought.

DF – 106

**Capital Market and Merchant Banking**

Unit – I

Origin of merchant banking, merchant banking in India. Capital markets: primary and secondary, functions, significance and regulation of capital markets.

Unit – II

Regulation of Merchant Banking activity- objectives of merchant bankers regulation, four categories of merchant bankers. Code of conduct, General Obligations and responsibilities.

Unit – III

Pre- Issue Management

**DF- 107**  
**Financial Marketing**

Unit- I

Concept of marketing commercial fundamentals of bank marketing. Marketing research tools and techniques.

Unit –II

Marketing segmentation. Customer needs and behaviour. Bank -client relations. Potentials of customer attraction.

Unit- III

New product development and launching strategy Marketing-mix. Pricing of product.

Unit- IV

Sales efforts and advertising, Management marketing efforts.

Unit –V

Appraisal Branch expansion and operation and control Experience sharing.

**DF-108**  
**PROJECT FINANCE CONTROL**

UNIT- 1

Project Planning & Organization

Overview of project planning

Environmental of project

Objectives & Characteristic of Financial Investment Strategies

Resource allocation frame work

Generation & screening of new projects

Organization Traditional, hire staff pure productorg, Mat.

UNIT- II

Project Financing

Analysis of risk for project

Types of risk/return/trade off

Long term investment decision & Cost control

Decision tree for sequential investment

Budgeting for project

### UNIT- III

#### Project Analysis

Feasibility Study Technical, Financial & Markets analysis

Project Life cycle phase.

Appraisal criteria

Social Cost benefit analysis.

### UNIT –IV

#### Project Management

Project control & review

Network techniques for project Mgt. (CPM&PERT)

Analysis of project abandonment project crashing project monitoring.

### UNIT –V

#### Project Management MIS

Concept MIS- PMIS – Total PMIS.

Essentials PMIS. Designing & structure of PMIS

#### Time value of money:

Introduction : Future value of single cash flow, Multiple flows & Annuity, present value of single flows.

Multiple flows and annuity.

## **PGDFM - 201** **Portfolio Management**

### **Unit – I**

Meaning of portfolio, Features of various securities included in a portfolio, Investment speculation and gambling. Risk in portfolio – systematic and Unsystematic Risk. Returns and investor's attitude to words risk and return.

### **Unit –II**

#### **Security Valuation**

Element of investment – approaches to investment, Basis valuation models. Valuation of Bonds, Preference shares and common stock. Theory and numerical.

### **Unit –III**

#### **Fundamental and technical Analysis**

Economic, Industry and company analysis Assumptions under technical analysis. Dow theory Technical indicators, Intrinsic value and market value of securities. Sale and purchase decision under technical and fundamental analysis. Difference of the two approaches.

#### **Unit – IV**

##### **Efficient market theory**

Weak form, semi strong form and strong form of market. Experiments and analysis of theory. Comparison with fundamental and technical school of thought.

#### **Unit – V**

##### **Portfolio Section and Revision**

Process portfolio management efficient frontier and portfolio selection. Diversification of A portfolio performance evaluation, Techniques of portfolio, Revision formula Plan.

## **PGDFM – 202** **Capital Market and Merchant Banking**

#### **Unit – I**

Origin of merchant banking, merchant banking in India. Capital markets: primary and secondary, functions, significance and regulation of capital markets.

#### **Unit – II**

Regulation of Merchant Banking activity- objectives of merchant bankers regulation, four categories of merchant bankers. Code of conduct, General Obligations and responsibilities.

#### **Unit – III**

Pre- Issue Management

Types of Issues, public through prospectus, offers for sale, private placement Co-ordination, Marketing and Underwriting of the issue, under subscription and development

#### **Unit – IV**

##### **Post Issue Management**

Alloment, Dispatch refunds requirement of stock exchanges.

#### **Unit V**

##### **Venture capital & foreign Issues**

Nature and Scope, venture capital funds in India, Feature of venture capital. Exit route for venture capital Firms. Guideline on issue of GDR & FCCI advantage to Issues & Investors of GDR.

**PGDFM -203**  
**Financial Services Marketing**

**Unit-1**

Marketing Planning : Stages of Bank Planning development Strategy of Bank Marketing Plan, Marketing Research in Bank, Business Banking, GAP Model.

**Unit -2**

Segmentation: Segmentation the Commercial Banking Market. Pricing and the Bank's profitability public Relation, Role of P.R. in Financial Institution & CRM.

**Unit -3**

Distribution Strategy: Physical Distribution for Bank Services and Intermediaries in the Banking Industry. Changing Structure of Banking industry Challenge Ahead for Bank Marketers , Future of Bank Marketing.

**Unit- 4**

Management and Control of IDFI, ICICI, HDFC, Banks, Regulatory Institutions – RBI, SEBI, IRDA Housing Finance, Consumer Credit

**Unit-5**

Venture Capital, Concepts and Main Legal Framework of Leasing, Instruments of Market Mutual Fund, Insurance Services.

**PGDFM-204**  
**PROJECT FINANCE CONTROL**

**UNIT- 1**

**Project Planning & Organization**

Overview of project planning

Environmental of project

Objectives & Characteristic of Financial Investment Strategies

Resource allocation frame work

Generation & screening of new projects

Organization Traditional, hire staff pure productorg, Mat.

**UNIT- II**

**Project Financing**

Analysis of risk for project

Types of risk/return/trade off

Long term investment decision & Cost control  
Decision tree for sequential investment  
Budgeting for project

### **UNIT- III**

#### **Project Analysis**

Feasibility Study Technical, Financial & Markets analysis  
Project Life cycle phase.  
Appraisal criteria  
Social Cost benefit analysis.

### **UNIT -IV**

#### **Project Management**

Project control & review  
Network techniques for project Mgt. (CPM&PERT)  
Analysis of project abandonment project crashing project monitoring.

### **UNIT -V**

#### **Project Management MIS**

Concept MIS- PMIS – Total PMIS.  
Essentials PMIS. Designing & structure of PMIS

#### **Time value of money:**

Introduction : Future value of single cash flow, Multiple flows & Annuity, present value of single flows.  
Multiple flows and annuity.