

# SRI SATHYA SAI UNIVERSITY

(Declared u/S 3 of the UGC Act, 1956)

Accredited by NAAC at A++ level



## **Syllabus for M.B.A (Finance) Programme**

FROM THE BATCH 2009-2010 ONWARDS

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**SRI SATHYA SAI UNIVERSITY**  
**SYLLABUS OF MBA (F) Programme FROM THE BATCH 2009-2010 ONWARDS**  
**SCHEME OF INSTRUCTION AND EVALUATION**

Paper Code	Title of the Paper	Credits	Mode of Evaluation	Max. Marks
<b>FIRST SEMESTER:</b>				
MBF-101	Self Development	4	IE <sup>®</sup>	100
MBF-102	Value Based Management	4	IE	100
MBF-103	Financial Applications Lab **	1	I	50
MBF-104	Financial Management #	4	IE	100
MBF-105	Quantitative Methods	3	IE	100
MBF-106	Marketing Management	4	IE	100
MBF-107	Computer Applications – I **	2	I	50
	<b>TOTAL</b>	<b>22</b>		<b>600</b>
<b>SECOND SEMESTER:</b>				
MBF-201	Human Resources Management	4	IE	100
MBF-202	Financial Markets & Institutions	4	IE	100
MBF-203	Research Methodology	2	IE	50
MBF-204	Management Accounting #	4	IE	100
MBF-205	Management Science	3	IE	100
MBF-206	Communication Skills	3*	I	100
MBF-207	Computer Applications – II **	2	I	50
MBF-208	Internal Viva-Voce	2	I	50
	<b>TOTAL</b>	<b>24</b>		<b>650</b>
<b>THIRD SEMESTER:</b>				
MBF-301	Financial Derivatives	3	IE	100
MBF-302	Operations Management-Financial Services	4	IE	100
MBF-303	Corporate & Tax Laws	4	IE <sup>®</sup>	100
MBF-304	Management Control & Decision Systems	4	IE	100
MBF-305	Elective – I	3	IE	100
MBF-306	Elective – II	3	IE	100
MBF-307	Elective – III	3	IE	100
MBF-308	Computer Applications – III **	1	I	50
	<b>TOTAL</b>	<b>25</b>		<b>750</b>
<b>FOURTH SEMESTER:</b>				
MBF-401	Values Based Leadership	3*	IE <sup>®</sup>	100
MBF-402	Corporate Financial Strategy	3	IE	100
MBF-403	National Perspectives and Rural Development	4	I	100
MBF-404	Group Dynamics & Team Building	3*	IE <sup>®</sup>	100
MBF-405	Elective – IV	3	IE	100
MBF-406	Elective – V	3	IE	100
MBF-407	Elective – VI	3	IE	100
MBF-408	Computer Applications – IV **	1	I	50
MBF-409	Comprehensive Viva-Voce	3	E	100
MBF-410	Project <sup>s</sup>	6	E	200
	<b>TOTAL</b>	<b>32</b>		<b>1050</b>
	<b>GRAND TOTAL</b>	<b>103</b>		<b>3050</b>

**Note:**

\$ Project Work will commence at the end of the Second Semester and the report will be submitted by December (Fourth Semester)

\* 2 hours per week for Concepts + 2 hours per week for Practical work

\*\* Practicals

# - Advanced Level

I - Internal Evaluation only (C.I.E.)

E - End Semester Examination only (E.S.E.)

IE - Internal and End Semester Examination (Weightage 50:50)

IE<sup>®</sup> - End Semester Question Paper will be set and evaluated internally.



**SCHEME OF INSTRUCTION AND EVALUATION  
STRUCTURE OF MBA (F) PROGRAMME FROM THE BATCH 2009-2010 ONWARDS**

CODE	TITLE	CREDITS	HOURS	Eval	CIE	ESE	TOTAL
<b>FIRST SEMESTER</b>							
MBF - 101	Self Development	4	4	IE <sup>®</sup>	50	50	100
MBF - 102	Value Based Management	4	4	IE	50	50	100
MBF - 103	Financial Applications Lab**	1	2	I	50	-	50
MBF - 104	Financial Management <sup>#</sup>	4	4	IE	50	50	100
MBF - 105	Quantitative Methods	3	3	IE	50	50	100
MBF - 106	Marketing Management	4	4	IE	50	50	100
MBF - 107	Computer Applications – I**	2	4	I	50	-	50
	<b>TOTAL</b>	<b>22</b>	<b>25</b>				<b>600</b>
<b>SECOND SEMESTER</b>							
MBF - 201	Human Resources Management	4	4	IE	50	50	100
MBF - 202	Financial Markets & Institutions	4	4	IE	50	50	100
MBF - 203	Research Methodology	2	2	IE	50	-	50
MBF - 204	Management Accounting <sup>#</sup>	4	4	IE	50	50	100
MBF - 205	Management Science	3	3	IE	50	50	100
MBF - 206	Communication Skills	3*	4	I	100	-	100
MBF - 207	Computer Applications –II**	2	4	I	50	-	50
MBF - 208	Internal Viva-Voce	2	-	I	50	-	50
	<b>TOTAL</b>	<b>24</b>	<b>25</b>				<b>650</b>
<b>THIRD SEMESTER</b>							
MBF - 301	Financial Derivatives	3	3	IE	50	50	100
MBF - 302	Operations Management-Financial Services	4	4	IE	50	50	100
MBF - 303	Corporate & Tax Laws	4	4	IE <sup>®</sup>	50	50	100
MBF - 304	Management Control and Decision Systems	4	4	IE	50	50	100
MBF - 305	Elective - I	3	3	IE	50	50	100
MBF - 306	Elective - II	3	3	IE	50	50	100
MBF - 307	Elective - III	3	3	IE	50	50	100
MBF - 308	Computer Applications – III**	1	2	I	50	-	50
	<b>TOTAL</b>	<b>25</b>	<b>26</b>				<b>750</b>
<b>FOURTH SEMESTER</b>							
MBF - 401	Values Based Leadership	3*	4	IE <sup>®</sup>	50	50	100
MBF - 402	Corporate Financial Strategy	3	3	IE	50	50	100
MBF - 403	National Perspectives & Rural Development	4	4	I	100	-	100
MBF - 404	Group Dynamics & Team Building	3*	4	IE <sup>®</sup>	50	50	100
MBF - 405	Elective - IV	3	3	IE	50	50	100
MBF - 406	Elective - V	3	3	IE	50	50	100
MBF - 407	Elective - VI	3	3	IE	50	50	100
MBF - 408	Computer Applications – IV**	1	2	I	50	-	50
MBF - 409	Comprehensive Viva-Voce	3	-	E	-	100	100
MBF - 410	Project \$	6	-	E	100	100	200
	<b>TOTAL</b>	<b>32</b>	<b>26</b>				<b>1050</b>
	<b>GRAND TOTAL</b>	<b>103</b>					<b>3050</b>

**Note:**

\$ Project Work will commence at the end of the Second Semester and the report will be submitted by December (Fourth Semester)

\* 2 hours / week for Concepts + 2 hours / week for Practical work

\*\* Practicals

# - Advanced Level

I - Internal Evaluation only (C.I.E.)

E - End Semester Examination only (E.S.E.)

IE - Internal and End Semester Examination (Weightage 50:50)

IE<sup>®</sup> - End Semester Question Paper will be set and evaluated internally.



**SELF-DEVELOPMENT****Objectives:**

- To understand the meaning and scope of self, self-awareness, personality and personality development and cultivate the ways and means of self-awareness resulting in human excellence.
- To relate the aspects of values, and personality development to behaviour of individuals in work organizations from the standpoint of Western and Indian schools of thought.

**Contents:**

- **Self-Awareness:** Meaning and Scope; Self-image/self-concept; Locus of Control – Internal Motivation; Emotional Intelligence; Multiple Intelligence. (Theoretical inputs and experiential learning)
- **Personality:** Personality traits; Personality structure; Types of Personality - MBTI; Personality and Organisational Behavior; Indian View of Human Personality – Guna Theory; Integrated Personality; Big Five Personality (Theoretical inputs and experiential learning)
- **Behaviour:** Learning and reinforcement; Types of individual behaviour in organizations; Ethical Values and Behaviour in workplace; Workplace Emotions and Attitudes – Perception and attribution; Character Building; Educare - Bhagavan's guidelines. (Theoretical inputs and experiential learning)
- **Intra-personal facet of Personality Development:** Work-Related Stress and Stress Management; Mind Control; Yoga and Meditation. (Theoretical inputs and experiential learning)
- **Inter-personal facet of Personality Development:** Transactional Analysis; Assertiveness Training (Theoretical inputs and experiential learning)

**Suggested Readings:**

1. Robbins, S., **Organisational Behaviour**, Prentice-Hall of India Limited, New Delhi, Latest Edition.
2. Luthans, F., **Organisational Behaviour**, Tata McGraw-Hill, New Delhi, Latest Edition.
3. McShane, S.L., and Von Glinow, M.A., **Organisational Behaviour**, Tata McGraw-Hill, New Delhi, Latest Edition.
4. Hellriegel, D., et al., **Organisational Behaviour**, South-Western College Publishing, Latest Edition.
5. Morgan, G.T., et al., **Introduction to Psychology**, Tata McGraw-Hill, New Delhi, Latest Edition.

## **MBF 101 (cont'd...)**

6. Munn, N.L., et al., **Introduction to Psychology**, Oxford IBH Publishing co., New Delhi, Latest Edition.
7. Maxwell Maltz., **Psycho-Cybernetics**, Pocket Books, New York, Latest Edition.
8. Thomas Harris, **I am OK – You are OK**, Pan Books, London.
9. Marcic, Seltzer & Vaill, **Organisational Behaviour – Experiences and Cases**, South-Western, USA, Latest Edition.
10. Uma Sekaran, **Organisational Behaviour: Text and Cases**, Tata McGraw-Hill, New Delhi, Latest Edition.
11. Sharma, R.A., **Organisational Theory and Behaviour**, Tata McGraw-Hill, New Delhi, Latest Edition.
12. Jit S.Chandan, **Organisational Behaviour**, Vikas Publishing House Pvt Ltd, New Delhi, Latest Edition.
13. Swamy Prabhavananda, **Patanjali Yoga Sutras**, Sri Ramakrishna Math, Calcutta.
14. Swamy Buddhananda, **The Mind and Its Control**, Advaitashram, Calcutta.
15. Bhagavan Sri Sathya Sai Baba, **Man Management**, Sri Sathya Sai Institute of Higher Learning, Prasanthinilayam, India, Latest Edition.

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**VALUE BASED MANAGEMENT****Objectives:**

- To expose the Students to the Role of Values and Dharma in the Practice of Management in contemporary organizations. The course imparts knowledge and skills in the application of Management Principles with Dharma as the Foundation and Basis of all Managerial Activities.

**Contents:**

- Introduction to Management- Man Management in the 21<sup>st</sup> Century
- Management Roles and Skills.
  
- Man Management – Definition of Manager by Bhagavan Baba.
  - M – Mind of Man
  - A – Awareness of Atma
  - N – Nature of Nations
  - A – Aspect of Environment
  - G – Guidelines to Goodness
  - E – Enquiry into Ethos
  - R – Role of Rules
  
- Evolution of Management Theory
- Fundamentals of Dharma, Manu- Dharma, Kautilya's Arthashastra.
- Social Responsibilities and Business Ethics
- Planning
- Organising
- Controlling
- Organisation Structure.
- Change Management and Innovation.
- Managing Groups and Team Work.
- Motivation Theories and Indian Insights to Motivation.
- Controlling
- Case Studies.

**Suggested Readings:**

1. Bhagawan Baba's Discourses on Management.
2. Bhagawan Sri Sathya Sai Baba, Dharma Vahini.

### **MBF 102 (Contd...)**

3. Buhler, The Laws of Manu.
4. Patwardhan, M.V., Manusmrithi, Motilal Banarsidass, Delhi.
5. Kangle, Kautilya's Arthashastra.
6. Mehta, Usha & Thakkar Usha, Kautilaya and his Arthashastra.
7. Chakraborty, S.K., Human Values in Indian Organisations: Towards Indian Ethos, Vivekananda Nidhi, Calcutta.
8. Simha, S.L.N., Management All The Way, IFMR, Chennai.
9. Wren Daniel A., The Evolution of Management Thought, 4<sup>th</sup> Ed. John Wiley & Sons Inc., New York.
10. Hawley J., Reawakening the Spirit in Work: The Power of Dharmic Management, Berret-Kochier Publishers, San Francisco.
11. Stoner, Freeman, Gilgert, Jr., Management, Prentice Hall of India, New Delhi.
12. Bartol K.M., & Martin, David C., Management, McGraw Hill.
13. S.K. Chakraborty, The management and ethics omnibus: Management by values; Ethics in management; Values and ethics for organizations New Delhi Oxford University Press 2001.
14. Business ethics and managerial values: concepts, issues and dilemmas in shaping ethical culture for competitive advantage of organizations, New Delhi Deep and Deep Publications 2003

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**FINANCIAL APPLICATIONS LAB**

**Objectives:**

- To introduce students to the concept of financial modeling using computers to bridge the gap between theory and practice.

**Contents:**

- Modeling and solving classic problems from the financial management domain such as Financial Statement projections, value at risk calculations, portfolio analysis etc.

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**FINANCIAL MANAGEMENT****Objective:**

- To provide students with financial theories and practical tools to make investment and financing decisions.

**Contents:**

- Financial Management – Overview.  
Scope – functions – roles – goals – agency problem – organising finance function.
- Time Value of Money  
Future value, Present Value, uneven cash flows, perpetuity and annuity , intra-year compounding and discounting.
- Valuation of bonds and stocks  
Bond valuation and yields , stock valuation , Dividend Discount Model, P/E ratio approach , Book value , Liquidation value , Earnings , Price relationship , expected return and growth.
- Risk and Return  
Risk and return of a single asset – risk and return of a portfolio – measurement of market risk – relationship between risk and return – Markowitz Model – Single Index Model – Capital Asset Pricing Model – Arbitrage Pricing Theory.
- Techniques of Capital Budgeting  
The process – Projects classification – Investment criteria – Net Present Value – Benefit-Cost Ratio – Internal Rate of Return – Modified Internal Rate of Return – Pay back period – Accounting Rate of Return – unequal lives – capital rationing – replacement decision.
- Estimation of Project Cash Flows.  
Elements of cash flow stream – basic principles of cash flow estimation – cash flow for replacement projects – biases in Cash flow estimation.
- Risk analysis in Capital Budgeting.  
Sensitivity Analysis – Scenario Analysis – Break even analysis – Decision Free analysis – Simulation analysis.
- Cost of Capital  
Cost of debt and preference – cost of equity – cost of retained earnings – weighted average – cost of capital – weighted marginal cost of capital.
- Capital Structure and firm value  
Net income approach – Net operating approach – Traditional position – Miller and Modigliani position – Taxation and Capital Structure – Trade off theory – Signalling theory Determinants of Capital structure.

## **MBF 104 (cont'd...)**

- Capital Structure Decisions  
EBIT – EPS analysis – ROI,ROE analysis – Debt coverage, Interest coverage, cash flow coverage ratio – cash flow analysis.
  
- Dividend policy and firm value  
Walter model – Gordon's Model – Traditional position – Miller and Modigliani position – Radical position – determinants of dividend policy.
  
- Introduction to Working Capital  
Nature of working capital , Components of working capital, Tradeoff between profitability and risk, Determinants of working capital. operating cycle and cash cycle
  
- Ethical issues in financial management

### **Suggested Readings:**

- 1) Prasanna Chandra, Financial Management – Theory and Practice, Tata McGraw Hill, 2001.
- 2) I M Pandey, Financial Management, Vikas Publishing, 2005.
- 3) M Y Khan and P K Jain, Financial Management Text, Problems and Cases, Tata McGraw Hill, 2004.
- 4) Richard Brealey and Stewart Myres, Principles of Corporate Finance, Tata McGraw Hill, 2000.
- 5) Enrhardt and Brigham, Corporate Finance, a focused approach, South Eastern, 2003.
- 6) Ross, Widefield and Jaffe, Corporate Finance, Irwin, 1996.
- 7) V K Bhalla, Financial Management and Policy, Text and Cases, Anmol Publishing, 2002.
- 8) Aswath Damodaran, Corporate Finance, John Wiley & Sons, 2002.

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**QUANTITATIVE METHODS****Objectives:**

Train the students:

- To identify and define problems pertaining to business and industry.
- To quantify the problem parameters and use statistical techniques for their collection, presentation, analysis and interpretation, to facilitate the managerial decision making process.
- To use computer packages where necessary for solving problems.

**NOTE:**

The emphasis is on understanding the concepts, translation of the practical business problems into suitable quantitative models and on interpretation of the solutions, rather than on the mathematical details.

**Contents:**

- Probability Distributions: Random variables, Discrete and Continuous Distributions, Binomial, Poisson and Normal Distributions.
- Sampling and Sampling Distribution: Need for Sampling, Types of Sampling, Sampling Distribution, Standard Error.
- Estimation: Point Estimation, Interval Estimates and Confidence Intervals, Calculations for small and large samples.
- Testing of Hypothesis: Testing of Hypothesis of Means and Proportions for large and small samples.
- Chi-Square Tests and Introduction to Analysis of Variance (ANOVA):
- Regression and Correlation: Establishing relationship between Business Variables, Simple Regression, Estimation Line, Standard Error of Estimation, and Correlation Analysis.

Exposure to Computer Packages in IT Lab Sessions:

- SPSS (Software Package for Statistical Simulation\_ - Ver. 10.0
- Microsoft Excel 2000
- Other relevant Statistical Packages.

## **MBF 105(contd..)**

### **Suggested Readings:**

1. Bhagawan Baba's Discourses on Statistics and Spirituality.
2. Richard I. Levin, Statistics for Management, PHI, New Delhi, 7<sup>th</sup> edition, 2001.
3. Srivastava, Shenoy & Sharma, Quantitative Techniques for Managerial Decision Making, Wiley Eastern Ltd., 2<sup>nd</sup> edition, 1989.
4. Ronald Iman & W J Conover, Modern Business Statistics, John Wiley & Sons, 1989.
5. Terry Sincich, Business Statistics by Examples, Dellen Publishing, 3<sup>rd</sup> ed., 1990.
6. Raja Vaidyanathan & Ramesh Vaidyanathan, College Business Statistics, Allyn & Bacon, Inc., 1987.
7. Bruce L Bowerman, Richard T O'Connell & Michael Hand, Business Statistics in Practice, 3<sup>rd</sup> edition, Tata McGraw Hill, 2002.
8. Douglas Lind, Robert D. Mason & Willian G Marchal, Basic Statistics for Business & Economics, 4<sup>th</sup> edition, Tata McGraw Hill, 2002.
9. Andres F Siegel, Practical Business Statistics, 5<sup>th</sup> edition, Tata McGraw Hill, 2002.
10. Donald Sanders, Statistics – A first course, 6<sup>th</sup> edition, Tata McGraw Hill, 2000.
11. Bruce L. Bowerman and Richard T O;Connell, Applied Statistics, Tata McGraw Hill, 1997.
12. Leonard J K Kazmier & Norval F Pohl, Basic Statistics for Business & Economics, 2<sup>nd</sup> ed., Tata McGraw Hill, 1984.
13. Allen Webster, Applied Statistics for Business and Economics, 3<sup>rd</sup> edition, Tata McGraw Hill, 1998.
14. Leonard J K Kazmier, SCHAUM's Outline of Business Statistics, 3<sup>rd</sup> ed., Tata McGraw Hill, 1996.

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**Objectives:**

- ❑ To familiarize the students with concepts in Marketing, and the use of these concepts in formulating marketing strategy.

**Contents:**

- ❑ Overview of Marketing
  - Defining Marketing
  - Core marketing concepts
  - The Marketing Mix
- ❑ Marketing Planning.
  - Corporate Strategic Planning
  - Business Unit Strategic Planning
  - The Marketing Process
- ❑ Consumer Buying Behaviour
  - Factors influencing buying behaviour
  - The buying decision process
- ❑ Market Segmentation, Targeting and Positioning.
  - Market segments and segmentation procedure
  - Bases for segmenting consumer markets
  - Market targeting
- ❑ Product Life Cycle Strategies
  - Concept of Product life cycle
  - Characteristics of the different stages of the PLC
  - Strategies for the different stages of the PLC
- ❑ New Product development
  - The New Product Development process – idea generation, concept development and testing, Product development, Market testing & Commercialization.
  - The Consumer – Adoption process.
- ❑ Overview of the following
  - Marketing Services
  - Pricing
  - Marketing Channels
  - Marketing Communication process

## **MBF 106 (cont'd...)**

- Ethics in Marketing
- Case Studies

### **Suggested Readings:**

1. Philip Kotler, Marketing Management, Prentice Hall of India, New Delhi 2005.
2. Frank Bradley, Marketing Management – Providing, Communicating and Delivering Value, Prentice Hall, London 2004.
3. Willian D Peraeault, Jr. and E Jerome McCarthy, Basis Marketing – A Global Managerial Perspective, Irwin McGraw Hill.
4. Del. I. Hawkins, Roger J. best & Kenneth A Conery, Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
5. Al Ries and Jack Trout, Positioning – The Battle For Your Mind, McGraw Hill.

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**COMPUTER APPLICATIONS - I**

**Objectives:**

- To introduce students to the use of computer based application packages for productivity and decision support.

**Contents:**

- Spread sheet
- Relational Database Management System – Table design, query, reports

**HUMAN RESOURCES MANAGEMENT****Objectives:**

- To familiarise the students with various functions of Human Resources Management and emphasize on the integration of virtues such as compassion, love, and other Human Values that will bring about good Human Relations and discipline in the organisation with particular reference to India.

**Contents:**

- Changing nature of Human Resource Management
- Human Resource Planning.
- Job Analysis and Job Design.
- Selection and Recruitment.
- Training and Development.
- Performance Appraisal.
- Compensation Management.
- Quality of Work Life.
- International Focus on Managing Human Resources –Diversity Management.
- Industrial Relations – covering broadly,
  - a. Basic concepts and values
  - b. Globalization and I.R.
  - c. Trade Unions- overview
  - d. Collective Bargaining and Worker's participation in Management.
  - e. Grievance and Discipline Management
  - f. Dispute Resolution
  - g. Management of Redundancies
  - h. HRM-IR Interface
  - i. Future of I.R.

**Suggested Readings:**

1. K.Aswathappa, Human Resource and Personnel Management – Text and Cases, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4<sup>th</sup> Edition, 2005.
2. Gomez-Mejia, et al , Managing Human Resources, Prentice Hall of India, New Delhi, 2003
3. Cascio, W.F., Managing Human Resources, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 7<sup>th</sup> Edition, 2006



**MBF 201 (cont'd...)**

4. R.L. Mathis and J.H. Jackson, Personnel / Human Resources Management, South Western College Publishing, 11<sup>th</sup> Edition, 2006
5. G. Dessler, Human Resources Management, Prentice Hall of India, New Delhi, 10<sup>th</sup> Edition, 2005
6. M.S. Saiyuddin, Human Resource Management, Tata McGraw Hill, New Delhi.
7. Subba Rao P., Essentials of Human Resource management, Himalaya Publishing House, 2003
8. H.J. Bernadin, Human Resources Management – An Experiential Approach, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4<sup>th</sup> Edition, 2007.
9. S.K. Chakraborty, Managerial Effectiveness and Quality of Work Life – Indian Insights, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
10. S Venkata Ratnam, Industrial Relations, Oxford University Press, New Delhi, 2006.

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## FINANCIAL MARKETS AND INSTITUTIONS

### Objective:

This course is intended as an introductory course on the wide spectrum of financial institutions and their services. To provide a bird's eye view, a perspective understanding of the Indian and global financial system and its operations, including concepts covering capital and money markets, institutions and instruments, and to give students an appreciation of current developments and events in this area.

### Contents:

- The structure and working of a financial system
- Fundamentals of
  - The Banking System
    - Role & operations of banks in India, Sources and uses of bank funds, Trade financing
    - Role & operations of Reserve Bank of India
    - Prudential norms,
  - Non Banking Financial Companies (NBFCs)
    - Types of NBFCs; Role & Nature of their operations
  - Overview of Interest rates and risk premiums
    - Determinants of the level of interest rates
  - The Investment environment
    - Real Vs financial assets
    - Financial markets and the economy; Clients of the financial system
    - Markets and market structure; Overview of contemporary issues and trends, FII, FDI, GDR/IDR
  - Financial instruments
    - The money market; The bond market; Equity securities
    - Stock and bond market indexes
    - F&O, Derivate market
  - How securities are traded
    - How firms issue securities; Where securities are traded; Overview of operations of BSE, NSE, OTC;
    - Regulation of securities market, Role and operations of SEBI
  - Mutual funds and other investment companies
    - Types of Mutual funds
    - Exchange Traded Funds (ETFs)
  - International financial system
    - Role of World Bank, IMF, Asian Development Bank and other agencies
    - The Eurocurrency market

### Suggested reading:

1. Bhole L.M., Financial institutions and markets Tata McGraw Hill 2004
2. Bodie Z, Kane Alex and Marcus Alan, Investments, 2004, Tata Mc Graw Hill, New Delhi.
3. Clark Ephraim, Levasseur Michel and Rousseau Patrick, International Finance, 1993 Chapman And Hall London.
4. Gordon E. and Natarajan K. Dr., Financial Markets and Institutions, Himalaya Publishing House, 2007

**MBF 202 (contd..)**

5. Khan M.Y., Indian financial system, 2000 Tata McGraw hill
6. Burton, Nosiba and lambra, Financial markets and institutions,2002 South western Fabozzi and Modigliani, Capital markets, Institutions and instruments,2005 Prentice Hall of India
7. Reports of the committee on financial system (Narasimham committee) Mumbai

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**RESEARCH METHODOLOGY****Objective:**

- ❑ To Acquaint the students with Different Research Methods and impart Basic Skills to use Research as an Avenue of Quest and Investigation. To Acquire Scientific Techniques for Deductive Reasoning and Logical Interpretation of Results based upon Observable Data. To use Research as an Aid to Managerial Decision Making.

**Contents:**

- ❑ Planning of Research: Need for Research – Types of Research, Social Survey, Case Study, Experimental, Statistical, Inter-disciplinary Method.
- ❑ Review of Research & Literature: Purpose – Methods.
- ❑ Formulation and Selection of Research project: Ways and Means: Hypothesis – Definition & Sources.
- ❑ Sampling: Design of Sample – How to select Sample – Types of Sampling – Size of Sample – Testing Sample.
- ❑ Sources of Data: primary Data: Observation, Questionnaire, Schedule, Interview, Secondary data, Documentary Sources.
- ❑ Construction, Pretesting, Reliability and Validity of the Tools.
- ❑ Classification and Tabulation – Preparation of Tables – Analysis of data – Statistical Techniques.
- ❑ Preparation of Research Reports: Purpose, Contents, Footnotes, Bibliography.

**Suggested Readings:**

1. Polonsky, M.J., and Waller, D.S., Designing and Managing a Research Project: A Business Student's Guide, Response Books, New Delhi, 2005.
2. Cooper, D.R., and Schindler, P.S., Business Research Methods, Tata McGraw-Hill Edition, New Delhi, 2004.
3. Shajahan, Basic Research Methods, Sage Publications, New Delhi, 2005
4. Goods, W.J. and Hatt, P.K., Methods in Social Research, McGraw Hill, New York.
5. Young P.V., Scientific Social Surveys and Research: An Introduction to the Background, Content, Methods, Principles and Analysis of Social Studies, Prentice-Hall.
6. Moser G., and Kalton G., Survey Methods in Social Investigation, The English Language Book Society and Heinemann Educational Books
7. Zikmund William G Business research methods/ William G. Zikmund, 7th ed. 7th ed. Mason, Ohio South-Western 2003

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## MANAGEMENT ACCOUNTING

### Objectives:

- ❑ To impart skills in analysis and interpretation of financial statements and in the use of cost information for control and decision making purposes.
- ❑ To provide an understanding of the need and problems of budgeting and budgetary control.

### Contents:

- ❑ Accounting and Management decisions
  - Introduction to managerial accounting,
  - Role of managerial accounting in planning and control
  - Interactions among accounting, marketing and operations
  - Responding to the new business environment
  - Effect of the new business environment on managerial accounting
- ❑ Introduction to cost behaviour and cost volume relations
  - Activities, costs and cost drivers
  - Cost volume profit analysis
  - Relevant information and decision making – Key factor analysis
  - Marketing decisions
  - Production decisions
- ❑ Activity based costing and cost management
  - Activity based costing
  - ABC: some key issues
  - Cost management systems
  - Activity based costing in the service industry
- ❑ Activity Based management
  - Two dimensional ABC and activity based management
  - Target costing
  - Kaizen costing
  - Continuous improvement
- ❑ Target Costing and cost analysis for pricing decisions
  - Major influences on pricing decisions
  - Economic profit- maximizing pricing
  - Role of accounting product costs in pricing
- ❑ Activity based budgeting
  - Sales budget ,Production budget, Direct materials budget, Direct labour budget, manufacturing overheads budget, cash budget, budgeted statement of cash flows, e-budgeting, zero based budgeting, international aspects of budgeting, ethical issues in budgeting
- ❑ Performance measures for today's business environment
  - Ratio analysis
  - Variance analysis(material, labour and overheads variances )
  - Balanced scorecard
  - Introduction to the modern metrics of measuring performance -Eva®, Mva

## **MBF 204 contd..**

### **Suggested Readings:**

1. Hilton W. Ronald, Managerial Accounting, 5<sup>th</sup> edition, Tata McGraw Hill, New Delhi
2. Ingram W. Robert, Managerial accounting, 3<sup>rd</sup> edition, Thomson South Western
3. Horngren Charles J. et.al., Introduction to Management Accounting, 12<sup>th</sup> edition, Prentice Hall, New Jersey.
4. Atkinson Anthony, A. et.al, Management Accounting – 1997, 2<sup>nd</sup> edition Prentice Hall Publications
5. Anthony N. Robert et. al., Accounting text and cases, 11<sup>th</sup> edition, Tata McGraw Hill, New Delhi.
6. Drury, Management and Cost Accounting, ELBS.
7. Bernstein Leopola A., Financial Statement Analysis – Applications and Interpretation, Irwin.
8. Garrison, Ray-H, Managerial Accounting – Concepts for Planning, Control and Decision-Making, Business Publications Inc., Texas.
9. Horngren Charles J., Cost Accounting – A Managerial Emphasis, Prentice Hall, New Jersey.
10. Finnerty, John D., Corporate Financial Analysis, McGraw Hill International Editions.
11. Hawkins, David F., Corporate Financial Reporting and Analysis, Text and Cases, Irwin.
12. Brown and Howard, Management Accounting and Finance, ELBS.
13. Roger Care, Handbook of Management Accounting, Gower Press.
14. Bhattacharya Hrisikes, Management by Ratios – An Integrated Approach – 1995, Sage Publications.

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**MANAGEMENT SCIENCE****Objectives:**

- To identify and define problems pertaining to business situations,
- To quantify the problem parameters and translate them into suitable mathematical models,
- To use computer packages to solve the models, and
- To interpret, analyse and study the implications of changes in problem parameters on the solution (What-If analysis).

**NOTE:**

The emphasis is on understanding the concepts, translation of the practical business problems into suitable quantitative models and on interpretation of the solutions, rather than on the mathematical details.

**Contents:**

- Introduction to Optimization Techniques.
- Distribution/Allocation Problem Situations: Allotment of available resources to competing activities so as to minimise cost or maximise profit, subject to prescribed constraints.
  - Linear Programming Problems – Formulation of Linear Programming Problems, Graphical Solutions, Simplex Algorithm, Industrial Applications of LPP.
  - Transportation Problems – Initial solutions using North-West Corner Method, Matrix Minima and Vogel's Approximation Method, Optimal Solutions by Modified Distribution Method.
  - Assignment Problems – Models & Solutions.
- Network Problems – Planning, scheduling & controlling complex projects, which can be modelled as networks.
  - PERT & CPM – Introduction to Project Management, Network Diagram Conventions, Calculation of Expected time, Calculation of Earliest and Latest Event time, Concept of Float, Identification of Critical Path, Crashing Methodology with respect to costs.

## **MBF 205 (Contd...)**

### Exposure to Computer Packages in IT Lab Sessions:

- SOLVER SUITE – Optimization Software.
- MS Project 2000 (PERT & CPM).
- Other relevant OR packages.

### **Suggested Readings:**

1. Rardin, Optimization in Operations Research, Pearson Education, 2002.
2. Render, Quantitative Analysis for Management, PHI, 7<sup>th</sup> edition, 2002.
3. Taha, Operations Research: An Introduction, Pearson Education, 7<sup>th</sup> ed., 2002.
4. F Hillier & G Lieberman, Introduction to Operations Research, 7<sup>th</sup> ed., Tata McGraw-Hill, 2002.
5. F Hiller, Introduction to Management Science – A Modeling & Case Studies Approach with Spreadsheets, 2<sup>nd</sup> ed., Tata McGraw-Hill, 1997.
6. Charles Bonini & Warren Hausman, Quantitative Analysis for Management, 9<sup>th</sup> ed., Tata McGraw-Hill, 1997.
7. Rick Hesse, Managerial Spreadsheet Modeling and Analysis, Tata McGraw-Hill, 1997.
8. GMAC, Quantitative Skills Interactive CD-ROM, 2<sup>nd</sup> ed., Tata McGraw-Hill, 2000.
9. R Panneerselvam, Operations Research, Prentice Hall of India, 2002.
10. Andrew Vazsonyi & Herbert F. Spierer, Quantitative Analysis for Business, Prentice Hall of India, 1987.
11. Harvey M. Wagner, Principles of Operations Research – With Applications to Managerial Decisions, 2<sup>nd</sup> ed., Prentice Hall of India, 1975.

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**COMMUNICATION SKILLS**

**Objectives:**

- This course aims to help students learn the principles and skills of effective communication.

**Contents:**

- Communication Process.
- Communication and Self Concept.
- Perception.
- Emotions: Thinking, Feeling & Acting.
- Language.
- Nonverbal Communication.
- Listening.
- Self-Disclosure.
- Improving Communication Climates.
- Managing Interpersonal Conflicts.
- Public Speaking – making effective Presentation.

**Suggested Readings:**

1. Harvard Business School, Effective Communication, Harvard Business Review, No.12141.
2. Asha Kaul, Effective business communication, New Delhi Prentice-Hall of India 2002.
3. Larry L. Barker, Communication, PHI, New Delhi.
4. G.E. Myer & M.T. Myer, The Dynamics of Human Communication, McGraw-Hill Publishing & Co., New York.
5. Ludlow Ron/Panton Fergus The essence of effective communication New Delhi Prentice-Hall of India 2000
6. G.S.R.K. Babu Rao, Business communication and report writing, Mumbai Himalaya Publishing House 2003

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**COMPUTER APPLICATIONS - II**

**Objectives:**

- To introduce students to the use of computer based application packages for productivity and decision support.

**Contents:**

- Relational Database Management System – Forms
- OR packages
- SPSS

**Objective:**

Understanding Financial Derivatives and ways of Adopting Existing Financial Instruments and Processes to the Changing World.

**Contents:**

- Introduction- Derivatives Markets, Forwards, Futures, Options, Swaps, Role of Derivatives Markets, Linkages between spot and Derivatives Markets, Criticisms of Derivatives Markets.
- Forward and Futures- Market Structure, Types of Future Contracts, Pricing principles, Futures Hedging Strategies.
- Options- Options markets, Options pricing principles, Binomial Models, Black-Scholes Model, Introduction to Option Greeks, Option Trading Strategies.
- Currency Derivatives- Currency forwards, Currency futures, Currency options, Pricing, Trading Strategies.
- Interest Rate Derivatives- Interest Rate Futures, Forward Rate Agreements, Swaps, Options, Swaptions, Term-Structure and pricing principles, Trading Strategies.
- Ethical concerns in Derivatives usage
- Case studies

**Main text:**

Hull, John C, Options, Futures and other Derivatives, Prentice Hall of India 7/e 2008. First half in the 7/e.

**Additional Readings:**

Chance Don M, An Introduction to Derivatives and Risk Management, South Western, 2001.

Jarrow & Turnbull, Derivative Securities, South Western, 2000.

Paul Wilmot, Derivatives- Theory and Prentice, John Wiley & Sons, 2000.

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**OPERATIONS MANAGEMENT - FINANCIAL SERVICES****Objective:**

- ⇒ To acquaint the students with the Fundamentals of management of Financial Services Operations and its role in achieving Competitive advantage for the Organization. This course attempts to discuss the role of operations management in financial services such as Banking, Mutual Funds, Insurance etc.

**Contents:**

- The Role of Services in an Economy, The Nature of Services and Service Strategy
- Design of Financial Services.
- Technology in Services.
- Service Quality
- The Service Encounter
- The Supporting Facility
- Service Facility Locations
  
- Forecasting Demand for Services
- Capacity Planning
- Managing Capacity and Demand
- Managing Waiting Lines
- Service Supply Relationships
- Managing Facilitating Goods
- Ethical issues in Operations, Case studies, Exercises and Assignments.

**Suggested Readings:**

1. James A Fitzsimmons & Mona J. Fitzsimmons, Service Management – Operations, Strategy and Information Technology, 3<sup>rd</sup> ed. Tata McGraw Hill, 2006.
2. Haksever, Service Management and Operations, Pearson Education, 2<sup>nd</sup> ed., 2004.
3. R B Chase, N J Aquilano, F R Jacobs, Operations Management – Manufacturing and Services, Tata McGraw Hill, 11<sup>th</sup> ed., 2007.
4. J M Nicholas, Competitive Manufacturing Management, Tata McGraw Hill, 2001.
5. J.G. Monks, Schcum's outline of theory and problems of operations management, 2<sup>nd</sup> ed., Tata McGraw-Hill, 1996.
6. Richard L Francis, Leon F McGinnis & John A White, Facility Layout and Location: An Analytical Approach, 2<sup>nd</sup> ed., Prentice Hall of India, 2002.

**MBF 302 (cont'd...)**

7. J Heizer & B Render, Production & Operations Management, Allyn & Bacon, 2<sup>nd</sup> ed., 1988.
8. K N Krishnaswamy, Cases in Production / Operations Management, Prentice Hall of India, 1998.
9. P B Mahapatra, Computer – Aided Production Management, Prentice Hall of India, 2000.
10. Ed. C.A. Voss, Manufacturing Strategy Process & Content, Chapman & Hall, 1992.
11. R.J. Schonberger, World Class Manufacturing, The Free Press, 1986.
12. R.J. Schonberger, Japanese Manufacturing Techniques, The Free Press, 1982.
13. J S Martinich, Production & Operations Management, John Wiley & Sons, 2002.
14. Everett E. Adam Jr. & Ronald J Ebert, Production and Operations Management: Concepts, Models & Behaviour, 5<sup>th</sup> ed., Prentice Hall of India, 2004.
15. Mark D Hanna and W Rocky Newman, Integrated Operations Management: Adding Value to Customer, Prentice Hall of India, 2002.
16. Sheikh, Manufacturing Resource Planning, (II MRP), Tata McGraw Hill, 2001.
17. XEBEC, Operations – Software Package (CD ROM only), Tata McGraw Hill, 2000.
18. Gupta and Seethmrahu, ICOQM-III, Information Technology and Operations Management: Relationships and Synergies, Tata McGraw Hill, 2004.
19. Chary, Production & Operations Management, 3<sup>rd</sup> ed., Tata McGraw Hill, 2004.
20. Chary, Theory and Problems in Operations Management, Tata McGraw Hill, 1995.
21. R Panneerselvam, Production and Operations Management, Prentice Hall of India, 2002.
22. Roberta S Russell and Bernard W Taylor III, Operations Management, 4<sup>th</sup> ed., Prentice Hall of India, 2003.
23. B Mahadevan, The New Manufacturing Architecture, Tata McGraw Hill, 1999.
24. Byran Finch, Operations. Com, Tata McGraw Hill, 2002.
25. Michael Moses & Sridhar Seshadri, Operations Management Software Windows, Tata McGraw Hill, 1999.
26. Therese Flaherty, Global Operations Management, Tata McGraw Hill, 1996.
27. Schmenner, Plant and Service Tours in Operations Management, 5<sup>th</sup> ed., Pearson Education, 1992.

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**Objective:**

- ⇒ To Provide Students with Basic Legal Concepts and the Indian Legal Environment in which Business is carried on and to expose the Students to Basic Concepts of Indirect Taxes.

**Contents:**

- Securities and Exchange Board of India Act 1992
  - a) Organisation and management of SEBI
  - b) SEBI guidelines for issue of securities
  - c) Disclosures in the offer documents
  - d) Control over intermediaries and other market players
  
- Brief Introduction to FEMA 1999
  - a) Background of FEMA
  - b) Regulation over transactions in foreign exchange and security
  - c) Restrictions on current account and capital account transactions
  - d) Control over realization of foreign exchange
  
- Central Sales Tax Act 1956:
  - a) Introduction.
  - b) Meaning of Inter-State Sale and Sale by Transfer of Documents.
  - c) Sale under CST Act.
  - d) Exemptions.
  - e) Registration of Dealer, Returns, Assessment and Appeals.
  
- CENTRAL EXCISE LAW:
  - a) Introduction.
  - b) Basic Conditions of Excise Liability.
  - c) Excisable Goods.
  - d) Valuation under Central Excise Law.
  - e) Basic Concepts of CENVAT.
  
- CUSTOMS ACT 1962:
  - a) Introduction.
  - b) Valuation.
  - c) Procedures for Import and Export.
  - d) Exemptions from Duty.
  - e) Export Incentives – Duty Draw Back
  
- SERVICE TAX:
  - a) Introduction.
  - b) Taxable Service.
  - c) Valuation.
  - d) Constitutional Background
  - e) Procedures.

## **MBF 303 (contd...)**

### **Suggested Readings:**

1. V.S. Datey, Indirect Tax Laws, Taxman Publications 2006.
2. V.S. Datey, Students' Guide to Business and Corporate Laws - 3rd Edition - 2006 , Taxmann Publications Pvt. Ltd., New Delhi.
3. V.S. Datey, Students' Guide To Economic Laws - 2006, Taxmann Publications Pvt. Ltd.,New Delhi
4. Banerjee R. A., Complete Guide to Central Excise Law, Kamal Law House.
5. Jain R.K., Customs Law Manual.

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**MANAGEMENT CONTROL & DECISION SYSTEMS****OBJECTIVE:**

To acquaint the students with Principles and Concepts of Management Control and Design of Information Systems for facilitating Decision Making Process.

**CONTENTS:**

- ❑ Overview – Nature of Management Control Systems ; Behaviour in organizations; planning ; Strategies and Systems Design for Control, Evaluation & Measurement; and Communication.
- ❑ Management Control – Structure : Responsibility, Cost and Investment Centers; Measuring and Controlling assets.
- ❑ Management Control – Process : Strategic Planning; Budget Preparation and Performance Measurement; Developing Control Tools; Mathematical models For Control
- ❑ Decision Making – Information System Design – Overview : Designing and Organising for Decision Making; Management Systems Review; MIS Design; Information Technologies for Decision Support; System's security and Infrastructure.
- ❑ Management Control & Decision Situations in – Multi National Companies; Service Organisations; NGOs; and Projects.
- ❑ Ethical Dilemmas and Considerations in Decision Making and Control Systems
- ❑ Situation Analysis , Case Studies and Exercises.

**REFERENCES AND SUGGESTED READINGS:**

1. Robert N Anthony and Vijay Govindarajan : Management Control Systems , McGraw Hill Irwin, New York, 2001.
2. Josph A Maciariello and Calvin J Kirby : Management Control Systems , Prentice Hall of India, New Delhi 1994.
3. Shubash Sharma: Management Control Systems – Text and Cases, Tata McGraw Hill Pub. Co. , New Delhi.
4. Kenneth I Euster : Management Control – Planning , Control, Measurement and Evaluation , Adison Wesley Pub. Co. New York
5. John T Hampton : Hand Book For Financial Decision Makers, Reston Pub. Co.



**MBF 304(contd..)**

6. Robert J Mockler : The Management Control Process, Appleton Century Crofts
7. Kenneth C Laudon & Jane P Laudon : Management Information System – Managing the Digital Firm, 2004.
8. Kaura : Management Control and Reporting Systems, Sage Pub. Co. , New Delhi
9. Gerald V Post & David L Anderson : Management Information System – Solving Business Problems with Information Technologies, Tata McGraw Hill, New Delhi.

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**COMPUTER APPLICATIONS - III**

**Objectives:**

- To introduce students to the use of computer based application packages for productivity and decision support.

**Contents:**

- Decision support systems

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**VALUES BASED LEADERSHIP****Objectives:**

- ⇒ To Acquaint the Students with Important Concepts and Theories of Leadership.
- ⇒ To Highlight the Traits of a Successful Leader and Analyse the Attributes of Selected Leaders (belonging to different fields) reflecting those Traits which help in Managing the Dynamics of Organisations and in the Discharge of Organisational Responsibilities with special reference to India.

**Contents:**

- Leadership - meaning, scope and functions:
  - Leadership: Definition of Bhagawan Sri Sathya Sai Baba.
  - Leader VS Manager: Differences - Bhagawan's guidelines.
  - Need of an Effective Leader.
  
- Leadership Theories: Overview of Western Theories of Leadership - Eastern Approach to Leadership - Lessons from Bhagavad Gita on Leadership - Applications to Modern Leaders - Comparison of Eastern and Western approaches.
  
- Study of Biographies of Selected leaders ( spiritual, social, political and business leaders)
  
- Seminars and Case-studies: Ethical Organisations

**At the end of the Course:**

The Student is expected to:

- have an understanding of the need for and attributes of an Effective Leader;
- have a good understanding Bhagawan Baba's definition of a Leader and His guidelines on the differences between a Leader and Manager;
- have an overview of Comparative and contemporary theories on Leadership;
- be familiar with the biographies of selected leaders which will help them face the challenges of modern times.

**Suggested Readings:**

1. Ajit N.Haksar, "**Sai Baba : The Manager Divine**", Sri Sathya Sai Books and Publications Trust, Prasanthinilayam.
2. **Bhagawan Baba's Discourses on Leadership**, (unpublished notes).
3. **Biographics of various Leaders**.
4. Chakraborty S.K., "**Managerial Effectiveness and Quality of Work Life**", Tata McGraw Hill, New Delhi.
5. Chibber Dr., M.L., "**How to be a Successful Leader**", ANA Publishing House, New Delhi.
6. Heider, John, "**Tao of Leadership**", Aldershot, Hants, Banton Books, New York.
7. Lala, R.M., "**In Search of Leadership**", Vision Books, Delhi.
8. Lt.Gen.Dr.M.L.Chibber, "**Bhagawan Baba's Mahavakya of Leadership**", Shri Sathya Sai Books and Publications Trust, Prasanthinilayam.
9. Swami Chinmayananda, "**Art of Man Making**", Chinmaya Publications Trust, Chennai.
10. Warren Benis and Burt Nanus, "**Leaders - The Strategies for Taking Charge**", Harper & Row, New York.
11. Man Management – Divine Discourses on Management by Bhagawan Sri Sathya Sai Baba 2005 edition.
12. Daft, R.L., The Leadership Experience, Harcourt College Publ., 2/e, 2001.  
Heider,J., Tao of Leadership, Banton Books, New York, USA.
13. Carolyn Barker and Robyn Coy, The seven heavenly virtues of leadership New Delhi  
Tata McGraw-Hill 2003
14. Stephen R. Covey Principle-Centered Leadership Free Press October 1, 1992.
15. Nair, K. A Higher Standard of Leadership- lessons from the life of Gandhi, Berrett-Koehler Publ. Inc, 1996.

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**CORPORATE FINANCIAL STRATEGY****Objectives:**

⇒ To set the context of corporate Financial Strategy and to develop an understanding of the formulation, evaluation and implementation of corporate financial strategies.

**Contents:**

- Nature and concept of Strategy, Principles of formulating, analyzing and implementing Strategies,
- Setting the context of Corporate Financial Strategy, Linking of corporate and financial strategies and structure, financial strategy and corporate lifecycle,
- Financing decisions and market efficiency, capital structure and Dividend policy, Debt policy and limits to use of debt, Financial planning, Short term and long term financial management and strategy, Alternate forms of capital – Leasing,
- EVA, Balanced, scorecard and other measures of evaluation and measurement of financial performance.
- Internal and External growth, growth by acquisition, Sustainable growth, Sustainable growth models,
- Mergers, acquisitions and restructuring, Divestiture, Leveraged Buyout, Share repurchase, Financial distress and strategies for financial emergencies and restructuring.
- Industrial Sickness and turnaround
- Case Studies

**Suggested Readings:**

- 1) Ruth Bender & Keith Ward, Corporate Financial Strategy, 2<sup>nd</sup> ed., Butterworth and Heinemann, 2002.
- 2) Donald Chew Corporate Finance – Where theory meets practice, 3<sup>rd</sup> ed. McGraw Hill, 2002.
- 3) Ross, Westerfield and Jaffe, Corporate Finance, 7<sup>th</sup> ed., McGraw Hill, 2005.
- 4) Brealey and Myers, Principles of Corporate Finance, 7<sup>th</sup> ed., McGraw Hill, 2004.
- 5) Mintzberg, Quinn, Ghoshal, The Strategy Process – Concepts, context and cases, Prentice Hall, 2003.
- 6) Shapiro and Balbirer, Modern Corporate Finance, A multi-disciplinary approach to value-orientation, Prentice Hall, 2000.

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### National Perspectives and Rural Development

#### Objectives:

- ⇒ To expose the students to a range of problems of National Concern and make them Aware of the Problems of Environmental & Rural Areas. To make the students identify Solutions Utilizing Ancient Wisdom and Modern Management Techniques.

#### Contents:

- Overview of Development and India's current positions.
- Historical Changes in Development and Reforms Agenda.
- National Planning Process & Policies:
  - Impact on Socio-Economic Situations.
  - Rural Scenario - Panchayat Raj & Rural Development
  - Social and Economic Infrastructure.
  - Social Capital.
- Value oriented Economic Growth & Development.
- Consumerism and Social Concerns
  - Bhagawan Sri Sathya Sai Baba's Views on the above
  - Ceiling on Desires.
- Globalisation & India's Development Policy.
- Philosophical perspectives on Rural Development:
  - Bhagawan Sri Sathya Sai Baba's views on Rural Development.
  - Gandhian Philosophy on Development and Policy.
- Diagnostic Tools for Problem Analysis & Solutions for Development.
- Case Studies and Exercises.

#### Suggested Readings:

1. A.N.Haksar, Political, Economic Management of India, for India, by Indi – 1987 , VIKAS Publishing House, New Delhi.
2. Vijay Kelkar, Bhanoji Rao, V V India – Development Policy Imperatives Tata McGraw Hill, New Delhi
3. Dutt and Sundaram, Indian Economy S Chand 2005 .
4. Cherunilam , Global Economy & Business Environment 2005.
5. Cherunilam , International business- Text & cases PHI 2004.
6. National Five Year Plans.
7. Government Policy Statements.
8. News papers, Journals and Magazines.
9. Vasant Desai, Rural Economics, Himalayan Publishers Pvt. Ltd., Mumbai.

**MBF – 403 contd..**

10. Maheswari S., Rural Development in India: Public Policy Approach, Sage Publications New Delhi.
11. NIRD Journal and Statistical Reports.
12. Swami Ranganathanada, Eternal Values in Changing Societies, Bharatiya Vidya Bhavan, Mumbai.
13. Bhagwan Sri Sathya Sai Baba's Divine Discourses on IRD.
14. Mehta S.R., Rural Development Policies and Programmes: A Sociological Perspective, Sage Publications New Delhi.
15. Reading from Journal & Magazines like EPW, Business India, Business World, Business Today, etc.

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**GROUP DYNAMICS AND TEAM BUILDING****Objectives:**

- To understand the meaning, scope and significance of group and group dynamics.
- To examine the factors and issues that influence group performance and group effectiveness.
- To identify causes of intra-group and inter-group conflict and ways and means of resolving the conflict.
- To cultivate skills for group decision-making and teambuilding.

**Contents:**

- The Science of Group Dynamics: Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B.
- Group Development and Socialization: Group development – Group socialization; Group Structure – roles – authority – attraction – communication networks – Conformity and influence – Power; Environmental Processes – territoriality – spatial behaviour – environmental stress.
- Group Decision Making: Anatomy – groupthink – group polarization – Methods of group decision-making.
- Group Conflict: Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.
- Crowds and Collective Behaviour: Crowds and collectives – Theoretical viewpoints – Deindividuation theory.
- Groups and Change: The Group as an agent of change – The effectiveness controversy – Sources of Change in groups
- Teamwork and Teambuilding: Developing High-Performance Teams.

**Suggested Readings:**

1. Forsyth, D.R., Group Dynamics, Addison-Wesley, New York, USA, 4/e, 2005.
2. Zander, A., Making Groups Effective, Jossey-Bass, San Francisco, USA, Latest Edition.
3. Davis, Group Performances, Addison-Wesley Publishing Co, USA
4. Dyer, Team Building: Issues and Alternatives, Addison-Wesley Publishing Co, USA.

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**COMPUTER APPLICATIONS - IV**

**Objectives:**

- To introduce students to the use of computer based application packages for productivity and decision support.

**Contents:**

- Microsoft Project.
- Microsoft Front page

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## LIST OF ELECTIVES FOR MBA FINANCE

### FINANCE:

S No	TITLE	CODE
1	ADVANCED COMPUTATIONAL FINANCE	F-ACF
2	ADVANCED FINANCIAL DERIVATIVES	F-AFD
3	ALTERNATIVE INVESTMENTS	F-ALTI
4	BANK MANAGEMENT	F-BM
5	COMPUTATIONAL FINANCE	F-CF
6	CORPORATE BANKING	F-CB
7	CORPORATE TAXATION	F-CT
8	ENTERPRISE RISK MANAGEMENT	F-ERM
9	FINANCE THEORY	F-FT
10	FINANCIAL REPORTING AND ANALYSIS	F-FRA
11	FINANCIAL SERVICES	F-FS
12	FIXED INCOME SECURITIES	F-FIS
13	FORECASTING METHODS FOR BUSINESS & ECONOMICS	F-FMBE
14	INSURANCE AND RISK MANAGEMENT	F-IRM
15	INSURANCE FOR CORPORATES	F-IFC
16	INSURANCE FOR RETAIL	F-IFR
17	INTERNATIONAL ACCOUNTING	F-IA
18	INTERNATIONAL ECONOMICS AND FINANCE	F-IEA
19	INTERNATIONAL FINANCIAL MANAGEMENT	F-IFM
20	INVESTMENT STRATEGIES	F-IS
21	INVESTMENT VALUATION	F-IV
22	LEGAL ASPECTS OF INSURANCE MANAGEMENT	F-LAIM
23	LEGAL ASPECTS OF LIFE ASSURANCE	F-LALA
24	MANAGEMENT OF BANK PORTFOLIO RISK	F-MBPR
25	MANAGEMENT OF GLOBAL FINANCIAL RESOURCES	F-MGFR
26	MERGERS AND ACQUISITIONS	F-M&A
27	MODELING FINANCIAL MARKETS	F-MFM
28	PERSONAL FINANCIAL PLANNING	F-PFP
29	PORTFOLIO MANAGEMENT AND ASSET PLANNING	F-PMAP
30	PROJECT FINANCING AND CONTROL	F-PFC
31	RETAIL BANKING	F-RB
32	RISK MANAGEMENT IN BANKS	F-RMB
33	RURAL FINANCE	F-RF
34	SHORT TERM FINANCIAL MANAGEMENT	F-STFM
35	UNDERWRITING AND ACTUARIAL APPLICATIONS	F-UAA

### NON FINANCE:

S No	TITLE	CODE
1	BUSINESS ETHICS	NF-BE
2	CORPORATE GOVERNANCE	NF-CG
3	CUSTOMER RELATIONSHIP MANAGEMENT	NF-CRM
4	DATA MINING APPLICATIONS	NF-DMA
5	DIAGNOSTICS (IE@)	NF-DGN
6	E-COMMERCE	NF-ECOM
7	ENTREPRENEUR DEVELOPMENT	NF-ED

8	FRONTIERS OF CORPORATE MANAGEMENT THOUGHT (IE@)	NF-FMT
9	KNOWLEDGE MANAGEMENT	NF-KM
10	MANAGING IN THE INFORMATION AGE	NF-MIA
11	MANAGING INNOVATION	NF-MI
12	MARKETING FINANCIAL SERVICES	NF-MFS
13	MARKETING RESEARCH	NF-MR
14	REENGINEERING	NF-RE
15	RELATIONSHIP MARKETING	NF-RM
16	SERVICES MARKETING	NF-SM
17	TOTAL QUALITY MANAGEMENT	NF-TQM

IE@ - End Semester Question Paper will be set and evaluated internally.

**ADVANCED COMPUTATIONAL FINANCE****OBJECTIVE:**

To Introduce advanced computer intensive data analysis methods, intelligent information systems, data mining techniques, and state-of-the-art methods from the field of computational finance.

**CONTENTS:**

- Fuzzy Logic in Finance- Trading Application
- Genetic Algorithms in Portfolio Selection
- Asset Pricing-Bond Pricing, Equities Modeling
- Derivatives and Greeks- Binomial and Black Scholes and sensitivity
- Interest rate modeling and Price sensitivity from interest term structure
- Extreme Value Theory in Finance
- Copulas in Finance
- Advanced Portfolio Allocation
- High Frequency Time series
- Credit risk Modeling

Practical Computer Lab Classes Based on Matlab/ Equivalent Software

**SUGGESTED READINGS**

1. Kevin Dowd, Market Risk Measurement, Wiley, 2002
2. Paul Wilmott, Quantitative Finance, Wiley, 2002
3. Shu Heng Chen, Computational Intelligence in Economics and Finance, Springer, 2004
4. Paulo BrandiMarte, Numerical Methods in Finance, Wiley, 2004
5. Eric Jondeau, Ser-Huang Poon and Michael Rockinger, Financial Modeling Under Non-Gaussian Distributions, Springer, 2006
6. Campbell, J.Y., Lo, A. and MacKinlay, A. C.. The Econometrics of Financial Markets. Princeton University Press, Princeton, N.J., 1997
7. Papers from Journals

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F-AFD

3 credits

**ADVANCED FINANCIAL DERIVATIVES**

40 hours

**Objective:**

Understanding Advanced Financial Derivatives and ways of Adopting Existing Financial Instruments and Processes to the Changing World.

**Contents:**

- Extensions of Black Scholes- Volatility Smiles and surfaces, CEV Model, Jump Diffusion, Variance Gamma model, Stochastic Volatility 6 hours
  
- Numerical Methods- Lattice based methods, Monte Carlo Simulations, Finite Difference Methods. 4 hours
  
- Risk measurement- Estimating volatilities and correlations, EWMA, GARCH, Value at Risk and stress testing. 4 hours
  
- Interest Rate Derivatives-Caps, Floors, Swaptions, Bond options, HJM and LMM models, mortgage backed securities 8 hours
  
- Credit risk- Credit VaR, Credit Derivatives- credit indices, convertible bonds, CDS and CDOs 8 hours
  
- Introduction to other Topics- Types of Swaps, Weather, Energy and Insurance derivatives, Exotic options, Path Dependant options, Real Options 4 hours
  
- Case studies 6 hours

**Main text:**

Hull, John C, Options, Futures and other Derivatives, Prentice Hall of India,7./e 2008. Second half in the 7/e.

**Additional Readings:**

Chance Don M, An Introduction to Derivatives and Risk Management, South Western, 2001.  
Jarrow & Turnbull, Derivative Securities, South Western, 2000.  
Paul Wilmot, Derivatives- Theory and Prentice, John Wiley & Sons, 2000. Professional Risk Manager Professional Risk Manager Handbook, PRMIA, latest edition  
Financial Risk Manager Handbook, GARP, latest edition

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**ALTERNATIVE INVESTMENTS****Objective**

The aim of this course is to introduce the students to the various issues associated with these investment routes including risk return profiles, taxation and legal issues and the advantages and disadvantages of using them

**Topics**

- Real Estate
- Investment Companies
- Venture Capital
- Hedge Funds
- Closely-held Companies and Inactively Traded Securities
- Distressed Securities/Bankruptcies
- Commodity Markets and Commodity Derivatives

**References**

- Mark J. P., PhD, CFA Anson Handbook of Alternative Assets (Series) by Wiley; 2 edition 2006
- Investments by Zvi Bodie, Alex Kane, Alan J. Marcus Publisher: McGraw-Hill/Irwin; 7 edition 2006

**Additional readings**

- Daniel A. Strachman ,The Fundamentals of Hedge Fund Management: How to Successfully Launch and Operate a Hedge Fund , Wiley 2007
- Filippo Stefanini ,Investment Strategies of Hedge Funds Wiley 2006
- Theodore Barnhill, Mark Shenkman, William Maxwell , High Yield Bonds: Market Structure, Valuation, and Portfolio Strategies (Hardcover): McGraw-Hill; 1 edition 1999
- Andrew Metrick ,Venture Capital and the Finance of Innovation Wiley; Trade Ed edition 2006
- Ralph L Block ,Investing in REITs: Real Estate Investment Trusts: Bloomberg Press; 3 edition 2006

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**BANK MANAGEMENT**

**Objectives:**

To facilitate understanding of the principles, planning and processes of Bank Management.

**Contents:**

- Banking Organisation and regulation
- Banking trends and competition
  - Fundamental forces of change
  - Increased competition
  - Capital requirement
  - Increased consolidation
- Analysing Bank performance
  - Commercial bank financial statements
  - The relationship between the balance sheet and income statement
  - Banking risks and returns: the profitability, liquidity and solvency trade-off
  - Maximising the market value of bank equity
  - Return on equity model
  - Camel ratings
  - Performance characteristics of different size banks
  - Financial statement manipulations
  - Characteristics of high performance and failed banks
- Bank strategic planning, budgeting, and marketing
  - Why plan
  - The strategic planning process
  - Budgeting and control
  - Marketing bank service
- Managing liabilities
  - The composition of bank liabilities
  - Characteristics of small denomination liabilities
  - Accounts with transactions privileges
  - Characteristics of large denomination liabilities
  - Risk characteristics

### **F-BM (cont'd...)**

- Managing capital risk
  - Risk based capital standards
  - What constitutes bank capital
  - What is the function of bank capital
  - How much capital is adequate
  - The effect of capital requirements on bank operating policies
  - Characteristics of external capital sources
  - Capital planning
- Managing assets
  - Objectives of cash management
  - The relationship between cash and liquidity requirement
  - Managing float
  - Managing correspondent balances
- Global banking activities
  - Foreign bank activities
  - Organisational structure
  - International financial market
  - International lending
  - Foreign exchange activities

### **Suggested Readings:**

- 1) Vasant Desai, Principles of Bank Management, Himalaya Publishing House, 1993.
- 2) Choudhary A. K., Bank Management, Rajat Publications, 1998.
- 3) Rao V. S. P., Bank Management, Discovery Publishing House, 1999.
- 4) Vasant C Joshi and V V Joshi, Managing Indian Banks, a Challenge ahead, Response Books, 2002.

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**COMPUTATIONAL FINANCE****OBJECTIVE:**

To Introduce emerging computer intensive data analysis methods, intelligent information systems, data mining techniques, and state-of-the-art methods from the field of computational finance.

**CONTENTS:**

- Introduction to probability distributions, random variables, Maximum Likelihood Estimation
- Time series prediction using linear techniques and nonlinear neural networks
- Trading rule discovery using genetic algorithms
- Bootstrapping and simulation in asset return modeling
- GARCH and stochastic volatility (State space models)
- Nonlinear time series models and regime switching models (Hidden Markov models)
- Distress Prediction/ Bond Rating with Neural Networks
- Market risk measurement (Value-at-Risk, RiskMetrics)
- Heuristics in Portfolio Optimization

Practical Computer Lab Classes Based on Matlab/ Equivalent Software

**SUGGESTED READINGS**

1. Kevin Dowd, Market Risk Measurement, Wiley, 2002
2. Paul Wilmott, Quantitative Finance, Wiley, 2002
3. Shu Heng Chen, Computational Intelligence in Economics and Finance, Springer, 2004
4. Paulo BrandiMarte, Numerical Methods in Finance, Wiley, 2004
5. Eric Jondeau, Ser-Huang Poon and Michael Rockinger, Financial Modeling Under Non-Gaussian Distributions, Springer, 2006
6. Campbell, J.Y., Lo, A. and MacKinlay, A. C.. The Econometrics of Financial Markets. Princeton University Press, Princeton, N.J., 1997
7. Papers from Journals

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**CORPORATE BANKING****OBJECTIVE:**

To introduce Corporate banking services and trends in present day corporate banking .

**CONTENTS:**

- Analysis of financial statements for credit appraisal.
- Trade Finance and Trade related transactions.
- Forex and International Banking Operations,
- Capital and Commodity Market Operations,
- Treasury Management, Foreign exchange transactions;
- Structured Loans, Syndication
- Funded Services: Working Capital Finance, Bill Discounting, Export Credit, Term Lending
- Non Funded Services: LC, Guarantees, Collection of Documents
- Clearing and Settlement Processes
- Value Added services RTGS, CMS, Salary A/Cs,
- Money market and Commodity exchanges operations
- Bank Investments management
- Merchant Services and Electronic Payment Solutions Internet Banking, Payment Gateway Services, Supply Chain Finance Solutions
- Investment banking, -Bankers to issues etc.
- Custodial & Depository Services.

**SUGGESTED READINGS**

1. Shelagh Heffernan, Modern Banking (Paperback) Wiley (January 18, 2005)
2. Theodore A. Platz Jr. and Thomas Fitch, Business Banking, Barron's Educational Series; 2 edition (January 1, 2001)
3. Giacomo De Laurentis (Editor) Strategy and Organization of Corporate Banking (Hardcover), Springer; 1 edition (November 23, 2004)  
Real life Case Studies
4. Material from websites of Banks
5. Material from [www.banknetindia.com](http://www.banknetindia.com)

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**Objectives:**

- ❑ To Provide an Understanding of Corporate Taxation Laws, Tax Planning Concepts and Procedures in Compliance of the Tax Law.

**Contents:**

- ❑ Important Definitions.
- ❑ Executive Compensation and Personal Taxation – an Over-view.
- ❑ Computation of Income from Business (for Corporate Entities only).
- ❑ Tax Provisions with reference to R & D, Collaboration, Incentives for Exports, New Industrial Undertakings, Infrastructure Industries.
- ❑ Set-off and Carry Forward of Business Loss.
- ❑ Corporate Tax Planning – Basic Concepts.
- ❑ Returns, Assessments, Appeals and Revisions.

**Suggested Readings:**

- 1) Dr. Vinod K. Singhania, Direct Laws and Practices, Taxman, Publication 2006.
- 2) Current Income Tax Reports .

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**ENTERPRISE RISK MANAGEMENT****Objectives:**

⇒ To familiarize the student with the ways of dealing with enterprise wide risks and opportunities, affecting value creation or preservation in an enterprise.

**Contents:**

- What and Why of Enterprise-wide Risk Management
- Risk: Concepts and Processes.
- Corporate Governance, Line Management and Enterprise Risk Management.
- Assessing Organization culture – establishing context, based on internal environment.
- Objective setting – Strategic, operational, reports, compliances.
- Identifying risks: Market risk, credit risk, operations risk, strategic risk.
- Risk assessment and prioritization.
- Risk responses – avoid, accept, reduce, share.
- Control activity – policies and procedures.
- Information and Communication.
- Monitoring.
- Benefits and limitations of Enterprise Risk Management.
- Business applications.

**Suggested Readings:**

- 1) Seethapathy K, Risk Management – An Enterprise-wide approach, ICFAI University, 2003.
- 2) Prakash Shimpi, Integrating Corporate Risk Management, Texeve, 2001.
- 3) Shenkir and Walker, Making Enterprise Management pay off, prentice Hall, 2002.
- 4) James Lam, Enterprise Risk Management, John Wiley & Sons, 2003.

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## FINANCE THEORY

### Contents

- I Basics:**  
Financial markets, institutions and services – Market makers and Margin accounts – Market efficiency - Yield curves- Yield to maturity - short sales – spot and forward rates.
- II. Risk and Uncertainty:**  
Random variables – Expectation and Variance – Expected utility Hypothesis - Risk premium- Portfolio construction - Feasibility and optimality Capital Market line and Separation Theorem.
- III. Pricing Theories:**  
Capital Asset Pricing Model - Securities market line - Arbitrage pricing theory – Multiple Factor Models.
- IV. Options and Derivatives:**  
Derivatives - Put and Call options - Valuation of options - Binomial option pricing- Brownian Motion- Black Scholes Formula.
- V. Corporate Finance:**  
Earnings-Pay out Ratio - Capital gains - Marginal Cost of Funds and Investment-Linter model- Leverage/Gearing ratio - Modigliani – Miller Theorem - Value of the Firm - Corporate Takeover
- VI. Macroeconomics and Finance:**  
Financial markets and Resource Mobilization- Efficient Resource Allocation- Risk Management - Flow of funds - Financial Sector and Economic Developemnt – Measures of Financial Developemnt.

### Suggested Readings:

1. William Sharpe, Gordon Alexander and Jeffery Bailey, Investments 6/e, Prentice Hall of India, Chapters 1-13 (selectively), 20, 22.
2. John Eatwell, Murray Milgate and Peter Newman (eds.), Finance: The New Palgrave, Norton, Selected Chapters
3. Sheldon M. Ross, Mathematical Finance, Cambridge University Press, Chapters 1-8.
4. Harry Markowitz, Portfolio Selection, Blackwell. Parts III and IV 1959.
5. R. E Bailey, The Economics of Financial Markets, Cambridge University Press, 2005

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**FINANCIAL REPORTING AND ANALYSIS****Objective**

To develop the skills of expert analysis of financial statements for the purpose of determining the health of a company and also for valuation of companies

**Contents**

- Ratio and Financial Analysis
- Financial Reporting System
- Principal Financial Statements
- Financial Reporting Quality
- Analysis of Inventories
- Analysis of Long-Lived Assets
- Analysis of Taxes
- Analysis of Debt
- Analysis of Off-Balance-Sheet Assets and Liabilities
- Analysis of Inter-Corporate Investments
- Analysis of Business Combinations
- Analysis of Global Operations

**Suggested Readings:**

- Gerald L White, Ashwinpaul C. Sondhi, Dov Fried The Analysis and Use of Financial Statements Wiley; 3 edition 2002
- Stephen Penman, Financial Statement Analysis and Security Valuation ,McGraw-Hill/Irwin; 2 edition 2003
- Eugene E. Comiskey, Charles W. Mulford, Guide to Financial Reporting and Analysis Wiley; 1st edition 2000
- Howard M. Schilit ,Financial Shenanigans: How to Detect Accounting Gimmicks & Fraud in Financial Reports, Second Edition McGraw-Hill; 2 edition,2002

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**FINANCIAL SERVICES****Objectives:**

- ❑ To Provide an Understanding of the Scope and Benefits of Financial Services to Business and Investors and the Need and Extent of Regulation of the Financial Service Industry.

**Contents:**

- ❑ Leasing:
  - Types of Leasing.
  - Accounting Treatment of Leases.
  - Lease Vs. Buy decision.
- ❑ Merchant Banking:
  - Nature and Functions of Merchant Banking.
  - Regulation of Merchant Banking.
  - Present State of Merchant Banking in India.
- ❑ Mutual Funds:
  - Types of Mutual Funds.
  - Mutual Funds in India- Developing, Launching and Marketing of Schemes.
  - Computation and Relevance of NAV.
  - Offshore Mutual Funds and Money Market Mutual Funds.
  - Regulation of Mutual Funds.
  - Techniques of Investment Analysis.
- ❑ Factoring:
  - Issues of Factoring Services.
  - International Factoring.
- ❑ Housing finance
  - Housing finance systems.
  - Mortgage-based securitisation
- ❑ Credit rating
  - Regulatory framework
  - Credit rating agencies
  - Rating process and methodology
  - Rating symbols and grades
- ❑ Securitization
  - Mechanism of securitization
  - Global scenario
  - Securitization in India
- ❑ Venture Capital, Angel financing.
- ❑ Ethical Considerations in Financial Services.

**Suggested Readings:**

- 1) Khan M Y, Financial Services, Tata McGraw Hill, 2004.
- 2) Tripathy Nalini Prava, Financial service, Prentice Hall of India, 2007
- 3) Lalit K. Bansal, Mutual Funds: Management and Working, Deep & Deep Publication, New Delhi.
- 4) Gordon and Natarajan, Financial Services, Himalaya Publishing, 1997.

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**FIXED INCOME SECURITIES**

**Objective:** To introduce students to the emerging field of fixed income securities. The course will also focus on understanding the markets for these instruments and derivative products

**Contents**

- Types of Fixed Income Securities and Markets
- Fixed Income Valuation
- Interest Rate Theories
- Term Structure Determination and Yield Spreads
- Analysis of Interest Rate Risk
- Interest rate derivatives
- Analysis of Credit Risk
- Introduction to credit derivatives
- Structured Products

**Suggested readings:**

Fixed Income Analysis (CFA Institute Investment Series) by Frank J., Fabozzi, Publisher: Wiley; 2 edition (January 22, 2007)

Fixed Income Securities: Tools for Today's Markets, Second Edition, University Edition (Paperback) by Bruce Tuckman Wiley; 2 edition (August 30, 2002)

Sundaresan, S. 2002: Fixed Income Markets and Their Derivatives, 2/e, Thomson South Western

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**FORECASTING METHODS FOR BUSINESS & ECONOMICS****Contents:****Basic Forecasting Tools:**

Time Series and Cross Sectional Data – Graphical Summaries – Numerical Summaries – Measuring Forecast accuracy – Prediction Intervals – Least Square Estimates – Transformation and Adjustments.

**Exponential Smoothing Methods:**

Forecasting Scenario – Averaging and exponential smoothing methods –comparison of methods –General aspects of smoothing methods.

**ARIMA Models:**

The Box-Jenkins Approach, Examining correlations in time series data – Examining stationarity of time series data. ARIMA models for time series data – Identification – Estimation of Parameters – Diagnostic checking – Forecasting with ARIMA models.

**Econometric Forecasting Models:**

Econometric approach to forecasting – Simultaneous equations econometric models – Macro econometric Forecasting – Leading indicators – Survey of Expectations.

**Advanced Forecasting Models:**

Dynamic regression Models –Intervention analysis – Multivariate autoregressive models – State space models – Non Linear models – Neural network forecasting.

**Suggested Readings:**

- 1) S. Makridakis, S. C. Wheelwright and R. J Hyndman: Forecasting Methods and Applications 3rd Ed : John Wiles and Sons (1998)
- 2) P. Newbold and T. Bos: Introductory Business Forecasting South Western Publishing Co, Ohio (1990).

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**INSURANCE AND RISK MANAGEMENT**

**Objective:** To get the student familiar with Risk management techniques in Insurance

- ⇒ Risk and its management
  - Types of risk facing businesses and individuals
  - Risk management – process – methods
  - Business risk management
- ⇒ Risk identification and measurement
  - Risk identification
  - Evaluating the frequency and severity of losses
- ⇒ Pooling arrangement and diversification of risk
  - Risk reduction through pooling independent losses
  - Pooling arrangement with correlated losses
  - Insurers as managers of risk pooling arrangement
- ⇒ Risk aversion and risk management by individuals and corporations
  - Risk aversion and demand for insurance by individuals
  - Business risk management and demand for insurance
- ⇒ Risk retention/reduction decisions
  - Firm characteristics affecting risk retention(reduction) decisions
  - Evidence on business risk reduction decisions
  - Aggregated or disaggregated risk management
- ⇒ Alternative risk transfer
  - Description of alternative risk transfer(ART)
  - Loss sensitive contracts
  - Finite risk contracts
  - Captive insurers
  - Multiline/multitrigger insurance policies
  - Contingent financing arrangement
- ⇒ Analysis tools used in corporate risk management
  - Risk management tools
  - Calculating frequency and severity of losses from historical data
  - Using entire probability distributions
  - Correlation analysis
  - Using discounted cash flow analysis

**Suggested readings**

1. Harrington E. Scott and Niehaus R. Gregory, Risk management and insurance, Mc Graw Hill Education New Delhi 2004
2. Dorfman S. Mark, introduction to risk management and insurance Prentice hall India 2005
3. George E. Rejda, Principles of Risk Management and Insurance, Addison Wesley; 10 edition 2007
4. Emmett J. Vaughan, Therese M. Vaughan, Essentials of Risk Management and Insurance, Wiley; 2 edition 2002
5. Jr., C. Arthur C Williams, Peter C Young, Michael L. Smith, Risk Management & Insurance, McGraw-Hill/Irwin; 8 edition

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**INSURANCE FOR CORPORATES****Objectives:**

- ⇒ To Provide an Understanding of the types of insurable risk exposure faced by enterprises.
- ⇒ To familiarize with the processes of identification and quantification, of risk exposures, designing programmes, rating insurance covers and administration thereof.

**Contents:**

- Overview of insurance: Elements, Life, Property, Cargo, Liability, Personal and other insurances.
- Basic Terms and Conditions of Insurance.
- Identification and quantification of risk exposures in enterprises.
- Assessing enterprises financial ability to bear risk and designing insurance programmes needed.
- Rating insurance covers and containing insurance costs.
- Purchase of Insurance and Insurance Administration.
- Development of terms through international markets.
- Case Studies.

**Suggested Readings:**

- 1) Publications of the Loss Prevention Association of India
- 2) Publications of the Insurance Institutes of India
- 3) William Beever & George G C Parker, Risk Management, Problems and Solutions, Stanford University.
- 4) Scott Hemington and Grepury Nielicus, Risk Management and Insurance, Tata McGraw Hill, 2004.
- 5) Insurance Industry, Trends and Regulations, ICFAI University press, 2004.

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**INSURANCE FOR RETAIL**

**Objectives:** To familiarise the students with the Basic Principles, functions and products of Life Insurance

- Growth of Life Insurance in India :
- Basic Principles of Life Insurance
  - Co-operation
  - Large numbers
  - Equality or risks
  - Foundation of Underwriting Practice
  - Premium Concept
  - Insurable Interest
  - Legal Aspects
  - Prior Investigation
  - Transparency & Disclosures
  - Cooling off period
- Functions of Life Insurance
  - Total Personal Financial Planning
  - Risk Management & Life Insurance as its basics
  - Economic-basis of Life Insurance
    - for individuals
    - for family
    - for businesses
    - for tax planning
- Life Insurance Products
  - Elements of Life Insurance Pricing
  - Basic plans of Life Insurance
  - Emergence & Nature of New Products in Advanced countries
  - Flexible Premium Plans
  - Universal Life Policy
  - Special Types of Whole Life Policies
  - Family Protection Policies.

**Business Uses of Life Insurance**

- Key Man Protection
- Business Protection (Partnership Insurance)
- Employer Financed Policies on the Life of Employee
- Salary Savings Scheme : Uses, administration & problems
- window on the world
- Funding Buy-Sell Agreements with Life Insurance
- Enhancement of Credit
- Employee Compensation Plans
- Industrial Life Insurance

**Pensions and Group Superannuation**

- Financial Gerontology : Economic Problems of Aging. Historical Evolution of Pension Plan
- Govt. & Other Private Pension Schemes Legal Provisions.

## F-IFR (cont'd...)

- Social Security : Govt's Role & Contribution of LIC of India
  - Economic & Social Security
  - Govt. measures for social security. Health Schemes, Poverty alleviation measures
  - LIC's Contribution : LALGI Scheme, IRDP Scheme, Other Schemes
  - Growth of Social Security Concept & Practices in Advanced Countries

### Suggested Reading:

1. Anand Ganguly Insurance Management, New age International,2002
2. Sharada Kumaraswamy and Kumaraswamy V, corporate Insurance – A primer for Business Managers, Tata McGraw hill 2005
3. P. K. Gupta, Insurance and Risk Management, Himalaya publishing house 2004
4. Dr. P. Periasamy, Principles and Practice of Insurance, Himalaya publishing house2005
5. Mishra M N, Insurance principles and practice, S Chand & company Ltd,2007ICFAI, Life Insurance Vol II, ICFAI publication,2003

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**INVESTMENT STRATEGIES****Objectives:**

- ⇒ To Familiarise the Students with the investment strategies and develop an understanding of the formulation, evaluation and implementation of investment strategies.

**Contents:**

- Investment Philosophy
  - The big picture of investing
  - Categorising investment philosophies
- Financial analysis
  - Asset measurement and valuation
  - Measuring financial mix
  - Measuring earnings and profitability
- Trading , execution and taxes
  - The trading cost drag
  - The components of trading costs: traded financial assets
  - Trading costs with non-traded assets
  - The management of trading costs
- Testing investment strategies
  - Market efficiency and investment philosophies
  - Market efficiency - implications
- Value investing
  - The passive screener
  - The contrarian value screener
  - Activist value investing
- Small cap and growth investing
  - Passive growth investing
  - Activist growth investing
- Trading on news
  - Trading on private information
  - Trading on public information
  - Implementing an information-based investment strategy
- The essence of arbitrage
  - Pure arbitrage
  - Near arbitrage
  - Speculative arbitrage
  - Long short strategies - Hedge funds
- A road to choosing an investment philosophy

**Suggested Readings:**

1. Damodaran Aswath, Investment Philosophies – successful strategies and investors who made them work,Wiley Finance 2003
2. Damodaran, Aswath, Investment Valuation, tools and techniques for determining the value of any asset,John Wiley & Sons, 2002
3. Fabozzi F. J., Investment Management, Eenglewood Cliffs, Prentice Hall, 1994.
4. Copeland T.E; T Koller and J Marrin, Valuation, Measuring and Managing the Value of Companies. John Wiley & Sons, 2000.
5. Elton J. Edwin, Gruber, J, Martin, Portfolio Theory and Investment Analysis, John Wiley & Sons, 1994.
6. Palepu, Healey and Bernard, Business Analysis and Valuation, South Western, 2000.

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**INVESTMENT VALUATION****Objectives:**

- ❑ To Familiarise the Students with the Tools and Techniques for Determining the Values of Shares, Bonds, Options, Futures.
- ❑ Providing a framework for picking the right valuation model for any given situation.

**Contents:**

- ❑ Investment Valuation: Introduction and Approaches.
- ❑ Risk and Return Theory.
- ❑ Option Pricing Theory and models.
- ❑ Market Efficiency, Definition, Tests, Evidence.
- ❑ Riskless rates and risk premium
- ❑ Estimating risk parameters and cost of financing
- ❑ Measuring earnings
- ❑ Estimation Growth Rates.
- ❑ Dividend Discount Models.
- ❑ Firm valuation: cost of capital and adjusted present value approaches.
- ❑ Price-Earnings, Price-Book Value, Price-Sales Ratio.
- ❑ Valuing bonds
- ❑ Valuing Futures and forward contracts.
- ❑ Determinants of Choice.

**Suggested Readings:**

- 1) Damodaran, Aswath, Investment Valuation, tools and techniques for determining the value of any asset, John Wiley & Sons, 2002
- 2) Fabozzi F. J., Investment Management, Englewood Cliffs, Prentice Hall, 1994.
- 3) Copeland T.E; T Koller and J Marrin, Valuation, Measuring and Managing the Value of Companies. John Wiley & Sons, 2000.
- 4) Elton J. Edwin, Gruber, J, Martin, Portfolio Theory and Investment Analysis, John Wiley & Sons, 1994.
- 5) Palepu, Healey and Bernard, Business Analysis and Valuation, South Western, 2000.

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**LEGAL ASPECTS OF LIFE ASSURANCE**

Objective: To familiarise the students with legal aspects of Life Insurance contracts

- Definition and Sources of Law
- Administration of Justice in India
- Powers of Supreme Court and other courts and tribunals.
- Life Insurance Contracts
  - Basis of Contract
  - Representation and Warranties
  - Duty of Disclosure
  - Section 45 of the Insurance Act 1938
  - Fraud
  - Indisputability of Life Policies
  - Case Law on the subject.
- Wagering Contracts
  - Modification of the Principle of Indemnity in Life Insurance
  - Human Life Value Concept
  - Key-man Insurance
  - Presumption of Insurable Interest
  - Case Laws.
- Group Life Policies
  - Contracting Parties
  - Annuities
  - Reinsurance
  - Legal Implications.
- Assignment of Policies under section 38 of the Insurance Act 1938
  - Nomination under section 39 of the Insurance Act 1938
  - Policies under Trust
  - Section 6 of the MWP Act
  - Loss of Policies.
- Actionable Claim
  - Tenancy
  - Tenancy in Common
  - Mortgage of Life Policies
  - Provision of Indian Stamp Act.
- Different kinds of Proofs of death
  - Various forms of Evidence of Title
  - Testate and Intestate Succession
  - Presumption of Death
  - Indemnity & Guarantee
  - Interpleades Suit
  - Garnisher
  - Attachments and Prohibitory Orders
  - Provisions of the Limitation Act as applicable to Insurance Contracts.
- Agency Contract
  - License to act as Insurance Agent
  - Authority of a life Insurance Agent
  - Rights and Responsibilities
  - Agents Compensation and hereditary Commission
    - Termination of Agency
    - Nomination facility.



### **F-LAIM (contd)**

- Exchange Control Regulation
  - Collection of Premiums and Claim Procedure of Policies issued to NRIs.
- Provisions of Insurance Act as regards Investment of Life Fund
  - Recommendations of the Committee in this regard.

#### Suggested readings:

1. Taxmann's Insurance law manual, Taxman publication 2007
2. Ravi Puliani and Mahesh Puliani, Manual of insurance laws, Bharat law house Pvt Ltd,2006
3. Bharat's manual of insurance laws Including IRDA notifications & circulars Bharat law house Pvt Ltd.
4. ICFAI, Insurance law and regulation,ICFAI publication,2003

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**LEGAL ASPECTS OF INSURANCE MANAGEMENT**

Objective: To familiarise students with the legal aspects of insurance management

- legal aspects of Insurance Management including claims
- legal basis of insurance contracts,
  - common law principles ,
  - utmost good faith,
  - material facts - non disclose
- Indian contract Act 1972. Insurable interest,
  - indemnity,subrogation,contribution,
  - fixing the sum insured,
  - effect of under insurance,
  - Marine insurance Act 1963.
- Insurance intermediaries for distribution and claim assessment
- Policy document-- need and format,
  - parts of policy. Operative clause,
  - exclusions warranties,
  - endorsements,
  - payment of premium Sec 64 VB,
- Insurance Act 1938 and insurance Rules there under ,IRDA., Act 1999 and regulation framed by IRDA,
  - protection of policy holders rights and interests.
  - Solvency margin and control of insurance investments,
  - Role of Appointed Actuary,
  - ombudsman man and his role in settling claim disputes.
- Consumers protection Act 1986 and its jurisdiction,
  - supervision of IRDA on insurance companies and intermediaries and other segments of the market.

Suggested Readings:

1. Taxmann's Insurance law manual, Taxman publication 2007
2. Ravi Puliani and Mahesh Puliani, Manual of insurance laws, Bharat law house Pvt Ltd,2006
3. Bharat's manual of insurance laws Including IRDA notifications & circulars Bharat law house Pvt Ltd.
4. ICFAI, Insurance law and regulation,ICFAI publication,2003
5. Publications insurance institute of India
6. Publications of L PA of India
7. Journal of IRDA and their Annual Reports

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**MANAGEMENT OF BANK PORTFOLIO RISK**

**Objective** To familiarise the students with the aspects of risk associated with bank's portfolio

- An overview of bank risk management
  - Anticipated vs unanticipated
  - Bank portfolio allocation and risk management
  - Risk – return tradeoffs in banking
  - A framework for analysing Banking holding companies(BHC)
  - Banking risk viewed through TRICK- coloured glasses
  - Capital market measure of banks
  - Using Beta to analyse business and financial risk : a digression
- Liquidity risk
  - Internal versus external sources of liquidity
  - The functions of bank liquidity
  - Risks of liability management
  - Measuring bank liquidity
- Management of credit risk
  - What is credit risk
  - A model of default risk
  - Capital market models
  - Variable rate pricing and the interaction between interest rate risk and credit risk
  - Problem loan strategies
- Credit risk - business lending
  - Portfolio characteristics and trends
  - Sources of loan repayment
  - Ratios for accounting officers
  - Pricing business loans and role of prime rate
  - Risk management approach to commercial loan pricing
- Credit risk - consumer lending
  - Credit analysis and consumer lending
  - A systems approach versus individual appraisal
  - Consumer credit and credit cards
- Credit risk – real estate lending
  - Terms of real estate lending
  - The fundamentals of financing real estate
  - Restructuring of residential real estate lending
  - Characteristics of home mortgage debt
- Management of Off – Balance Sheet activities and asset securitisation
  - The risk exposure of OBSA's and asset securitisation
  - Non interest income as a symptom of OBSA's and asset securitisation
  - Asset securitisation and loan participation as vehicles for getting activities off the balance sheets of large banks

**Suggested Reading:**

1. Benton E. Gup , Donald R. Fraser , James W. Kolari, Commercial Bank Management, Wiley

**F-MBPR (contd)**

2. Frank J. Fabozzi, Bank Loans: Secondary Market and Portfolio Management, John Wiley and Sons
3. Charles Smithson, Credit Portfolio Management, John Wiley and Sons,2003
4. The Globecon Group, Active Bank Risk Management: Enhancing Investment and Credit Portfolio, Irwin Professional Pub.
5. Andrew Kimber, Credit Risk: From Transaction to Portfolio Management, Elsevier,2003
6. Christopher L. Culp, The Risk Management Process: Business Strategy and Tactics,John Wiley and Sons,2002

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**MANAGEMENT OF GLOBAL FINANCIAL RESOURCES****Objectives:**

To give in-depth knowledge about the problems and opportunities associated with various operational and accounting aspects of International Business Corporations in a fast globalising scenario. It will equip them with necessary knowledge about the major factors considered in Financial decision making in a dynamic International setting, including; International Capital Sourcing, Financial Structuring, Cross-Border Acquisitions, International Budgeting and International Working Capital Management.

**Contents:**

- Global Cost of Capital, Sourcing and Financial Structuring
- Foreign Direct/Institutional Investment Decisions
- Management of International Project Financing
- International Acquisitions and their Valuation
- Multinational Capital Budgeting
- Repositioning Funds
- International Working Capital Management
- Export and Import Financing
- Evaluation of Performance and Role of Ethics

**Suggested Readings:**

- 1) Eitman, Stonebill & Muffet, Multinational Business Finance, 11/e, Wesley Publishing, 2006
- 2) Michael Melvin, International Money and Finance, 7/e, Pearson Education, 2003
- 3) Owen J. Murphy, International Project Management, Thompson Higher Education, 2005
- 4) Lee H. Radebaugh, Sidney J. Gray, Ervin L. Black, International Accounting and Multinational Enterprises, Wiley, John & Sons, 2006
- 5) Terry S. Maness and John T. Zietlow, Short-term Financial Management, The Dryden Press; 1998

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**MERGERS AND ACQUISITIONS****Objectives:**

- To gain an understanding of the rationale for Mergers / Acquisitions / Takeovers / Divestiture and relevant mechanisms, processes and techniques.

**Contents:**

- Introduction to Restructuring problems; types of Mergers; Reasons for Mergers and Acquisitions; Vertical, Horizontal, Conglomerate, Concentric Mergers.
- History of Mergers – the first to the fourth wave and causes thereof.
- The strategic Process – Theories of Mergers and Tender offering – Financial Synergy and Managerial Synergy.
- Valuing firms and the different methods of valuation – Product life cycle effect on valuation.
- Corporate and financial restructuring, Divestiture – Mechanism, process and techniques.
- Joint Venture and Alliances
- Leveraged Buyout
- Share repurchase.
- Takeover defences
- International Take over and Restructuring
- Legal and Regulatory framework for Mergers & Acquisitions
- The M & A process, Implementation and Management guides for Mergers & Acquisitions.

**Suggested Readings:**

- 1) Reed and Reed Lajorex, The art of Mergers & Acquisitions, McGraw Hill, 1999.
- 2) S Ramanujam, Mergers et al., Tata McGraw Hill, 2000.
- 3) Sridharan and Pandian, Guides to Takeover and Mergers, Wadhava Publications, 2002.
- 4) Machiraju, Mergers, Acquisitions and Takeover, New Age International, 2003.
- 5) Weston, Sen and Johnson, Takeovers, Restructure and Corporate Governance, Prentice Hall, 2003.
- 6) Peirick A. Gaughan, Mergers, Acquisitions and Corporate Restructuring, John Wiley & Sons, 2003.
- 7) Robert Brown, Applied Mergers and Acquisitions, John Wiley & Sons, 2004.

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**MODELLING FINANCIAL MARKETS**

**Objective:** To expose students to advanced techniques applied in modeling financial time series data.

**Contents:****I. Univariate Time Series Modeling and Forecasting**

Introduction – ARMA process – Building ARMA models: the Box – Jenkins approach – exponential smoothing – Forecasting in econometrics

**II. Multivariate Models**

Introduction – Simultaneous equations in finance – estimation procedures for simultaneous equations – Hausman test – vector auto regressive models – Block significance and causality test – Impulse responses and variance decompositions.

**III. Modeling Long Run Relationships in Finance**

Introduction – stationarity and unit root testing – cointegration – tests for cointegration – lead - lag and long term relationships between spot and future markets.

**IV. Modeling Volatility**

Introduction – models for volatility – ARCH models – GARCH models – asymmetric GARCH models – uses of GARCH type models in volatility forecasting – multivariate GARCH models.

**V. Switching models**

Introduction – Seasonalities in financial markets – modeling seasonality in financial data – estimating simple piecewise linear function – Markov switching models – threshold autoregressive models – regime switching models and forecasting.

**Readings:**

Chris Brooks, Introductory Econometrics for Finance, Cambridge University Press, 2/e.

Ruey S. Tsay, Analysis of Financial Time Series, Wiley 2/e 2005.

Terence C Mills, The Econometric Modeling of Financial Time Series, second edition, Cambridge University Press, 1999.

Campbell, J Y., LO, A W and MacKinlay, A C, The Econometrics of Financial Markets, Princeton University Press, 1997.

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**PERSONAL FINANCIAL PLANNING**

**OBJECTIVE:** Understand the potential goals a client may have, help them enunciate their goals and evaluate strategies to help clients achieve their goals

- € Establishing client- planner relationships
  - issues and concepts related to overall financial planning process, as to the client
  - services provided, the process of planning, documentation required, and disclosure statements
  
- € Gathering client data and determining goals and expectations
  - Process of gathering information from the client through interview/questionnaire about financial resources & obligations
  - Determine client's personal and financial goals, needs and priorities
  - Assess client's values, attitudes and expectations
  - Determine client's time horizons
  - Determine client's risk tolerance level
  - Collect applicable client records and documents
  
- € Analyse Client Objectives, Needs and Financial Situation
  - Analysis of relevant information
  - Need for specialist advice
  - Issues that require further clarification
  
- € Developing appropriate strategies and presenting the financial plan
  - Client's risk tolerance
  - Assessment of options
  - Research, analysis and modeling
  - Draft financial plan
  - Presenting and reviewing the plan with the client
  - Collaborating with the client to ensure that plan meets the goals and objectives of the client, and revising as appropriate
  
- € Implementing the financial plan
  - Assist the client in implementing and recommendations
  - Coordinate as necessary with other professionals, such as accountants, attorneys, real estate agents, investment advisors, stock brokers and insurance agents
  
- € Monitoring the financial plan
  - Monitor and evaluate soundness of recommendations
  - Review the progress of the plan with the client
  - Discuss and evaluate changes in client's personal circumstances, (e.g., birth death, age, illness, divorce, retirement)
  - Review and evaluate changing tax law and economic circumstances
  - Make recommendations to accommodate new or changing circumstances

Suggested reading:



## F-PFP (contd)

1. Jack R Kapoor, Les R Dlabay, Robert J Hughes, personal finance , McGraw-Hill/Irwin; 8 edition 2005
2. Jeff D. Opdyke,The Wall Street Journal. Complete Personal Finance Guidebook (The Wall Street Journal Guidebooks) Three Rivers Press 2006
3. Arthur J. Keown,Personal Finance: Turning Money into Wealth and Student Workbook, Prentice Hall; 4th edition 2006
4. Beth Kobliner, Get a Financial Life: Personal Finance in Your Twenties and Thirties Fireside Press; Revised and expanded edition 2000
5. Jeff Madura, Personal Finance with Financial Planning Software Addison Wesley; 3 edition 2006
6. Harold R. Evensky ,Wealth Management: The Financial Advisor's Guide to Investing and Managing Your Client's Assets, McGraw-Hill; 1 edition 1996
7. Deena B. Katz ,Deena Katz on Practice Management: For Financial Advisers, Planners, and Wealth Managers Bloomberg Press; 1st edition 1999

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**PORTFOLIO MANAGEMENT AND ASSET PLANNING****OBJECTIVES:**

To introduce students to the gamut of activities in financial planning and wealth management.

**CONTENTS:**

- Portfolio Concepts
- Management of Individual/Family Investor Portfolios
- Management of Institutional Investor Portfolios
- Pension Plans and Employee Benefit Funds
- Investment Manager Selection
- Other Institutional Investors
- Mutual Funds, Pooled Funds, and ETFs
- Economic Analysis and Setting Capital Market Expectations
- Tax Efficiency
- Asset Allocation (including Currency Overlay)
- Portfolio Construction and Revision
- Equity Portfolio Management Strategies
- Fixed Income Portfolio Management Strategies
- Alternative Investments Management Strategies
- Risk Management
- Execution of Portfolio Decisions (Trading)
- Performance Evaluation
- Presentation of Performance Results

**SUGGESTED READINGS**

1. David Maud Global Private Banking and Wealth Management by Dimitris N. Chorafas ,
2. Wealth Management: Private Banking, Investment Decisions, and Structured Financial Products (CIMA Professional Handbook)
3. S. Timothy Kochis Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients by (Paperback - 15 Dec 2006)

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**Objectives:**

- To Provide an understanding of the Procedures, Techniques and Methods of Project Evaluation, Financing and Control.

**Contents:**

- Nature and Purpose of Project Management.
- Project Organization.
- Identification of Investment Opportunities.
- Cost of Project and Means of Financing.
- Profitability and Financial Projections.
- Tax Implications.
- Appraisal Criteria.
- Appraisal Procedures of Financial Institutions.
- Project Review, Control, Evaluation and Auditing.

**Suggested Readings:**

- 1) Prasanna Chandra, Project Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 2002.

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**RETAIL BANKING****OBJECTIVE:**

To provide an introduction to retail banking services and trends in present day retail banking.

**CONTENTS:**

- Banking terminology
- Deposits and types of accounts,
- Payments services, Bill Pay, EFT, VISA, Smart Payment etc
- Remittance Services
- Collection and Clearance services.
- Loans- Personal, Home, Vehicle, Farm Equipment etc.
- Documentary Billing Collection
- Interbanking settlement for multiple accounts customers.
- Forex and Trade Services- Travelers Cheques, Foreign Currency Cash/ Drafts
- NRI Bank Accounts
- Distribution channels
- DEMAT operations
- Internet Banking
- Credit Cards, Debit Cards, Prepaid Cards
- Private Banking and Wealth Management

**SUGGESTED READINGS**

1. Joseph A. DiVanna, The Future of Retail Banking: Delivering Value to Global Customer (Hardcover), Palgrave Macmillan (February 21, 2004)
2. Hugh Croxford , Frank Abramson, Alex Jablonowski, The Art of Better Retail Banking: Supportable Predictions on the Future of Retail Banking (Hardcover), Wiley (June 13, 2005)
3. Shelagh Heffernan, Modern Banking (Paperback) Wiley (January 18, 2005)
4. Real life Case Studies
5. Material from websites of Banks
6. Material from [www.banknetindia.com](http://www.banknetindia.com)

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**RISK MANAGEMENT IN BANKS****Objective:**

To introduce the student to the types of risk banks are exposed to and the ways banks can perform adjusting for risks

**Contents**

- Banking Risks
  - Banking risk lines
  - Banking risks
- Risk models
  - Risk measures
  - VaR and capital
  - Valuation
  - Risk model building blocks
- Market risk
  - Market risk building blocks
  - Stand alone market risk
  - Modelling correlation and multi factor models for market risk
  - Portfolio market risk
- credit risk Stand alone
  - Credit risk drivers
  - Rating systems
  - Statistical and econometric models of credit risk
  - The options approach to defaults and migrations
  - Credit risk exposure
  - From guarantees to structure
  - Modelling recoveries
  - Credit risk valuation and credit spreads
- Credit risk – portfolio
  - Modelling credit risk correlations
  - Generating loss distributions: overview
  - Portfolio loss distributions: example
  - Analytical loss distributions
  - Loss distributions: Monte Carlo simulations
  - Loss distribution and transition matrices
- Risk adjusted performance
  - Risk adjusted performance
  - Risk adjusted performance implementation

**Suggested Readings:**

1. Joel Bessis, Risk Management in Banking, John Wiley & Sons 2002
2. Gerhard Schroeck, Risk Management and Value Creation in Financial Institutions, John Wiley and Sons,2002
3. S. Scott MacDonald, Timothy W. Koch , Management of Banking, Edition 6, South Western,2007
4. Michael Frenkel , Ulrich Hommel , Markus Rudolf , Gunter Dufey , Risk Management: Challenge And Opportunity , Springer 2005
5. Lipscombe, Geoffrey, Keith, Pond, The Business of Banking, new age international,2005
6. Vaish, M.C. Money, Banking and International Trade, new age international

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**RURAL FINANCE****Objectives:**

- ❑ To Familiarise the students with the State-of-the-art, Policy and Operational Aspects of Institutional Finance in Rural India.

**Contents:**

- ❑ Financial Environment of Rural India.
- ❑ Rural Finance at Macro and Micro Levels.
- ❑ Commercial Banks and Rural Development.
- ❑ Performance of Commercial Banks and State Bank of India.
- ❑ Regional Rural Banks in India.
- ❑ Structural Features of Distribution of Farm Credit.
- ❑ Transaction Costs, Utilisation of Credit and its Impact.
- ❑ Repayment and Overdues.

**Suggested Readings:**

- 1) Dr. I. Sathya Sundaram, Rural Development, -2002, Himalaya Publishing house
- 2) Bankers Institute of Rural Development, Micro Finance – 2000, Tata McGraw Hill
- 3) Thomas Fisher and M.S. Sriram, Beyond micro-Credit, - 2002 Vistaar Publications
- 4) K.G. Karmakar, Rural credit and self help groups- micro finance needs and concepts in India- 1999, Pakistan development review
- 5) Malcom Harper, Practical Micro-Finance- 2003, Vistaar Publications
- 6) Veerashekarappa, Institutional Finance for Rural Development – 1997, Rawat Publications, New Delhi.
- 7) Laxminarasaiah M and A Udayasree, Financing of Weaker Sections by Regional Rural Banks – 1999, Discovery Publishing House, New Delhi.
- 8) Laxminarasaiah M and L Venkatesulu, Financing of Agriculture by Commercial Banks – 1999, Discovery Publishing House, New Delhi.
- 9) Gurudev Singh and S R Asokan, Institutional Finance in Rural India – 1988, Oxford & IBH Publishing Company.
- 10) Journal of Rural Development.
- 11) Kurukshetra.
- 12) National Bank News Review.
- 13) Grameena Vikas.

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**SHORT TERM FINANCIAL MANAGEMENT****Objectives:**

- To Provide an Understanding of Techniques of Assessment and Management of Short term business finance

**Contents:**

- Working Capital: A techno-Financial analysis
  - Nature of working capital
  - Alternative theory of working capital
  - Systems approach
  - Discrete operating inventories
  - Techno-financial approach
- Working Capital Management
  - Trade-off between profitability and liquidity
  - Determining financing mix
  - Alternative current asset investment policies
  - Concept of zero working capital
- Planning of working capital Requirements.
  - Determinants of working capital
  - Computation of working capital
- Working capital financing
  - Accruals
  - Trade credit
  - Working capital advance by commercial Banks
  - Regulation of bank finance
  - Public deposits
  - Inter-corporate deposits
  - Short term loans from financial institutions
  - Rights debentures for working capital
  - Commercial papers
  - Factoring
- Cash and liquidity management
  - Cash budgeting
  - Cash forecasting
  - Reports for control
  - Cash collection and disbursement
  - Optimal cash balance
  - Investment of surplus cash
  - Cash management models.
- Managing multi-national cash flows
  - Exchange rates
  - Factors affecting exchange rate
  - Foreign exchange exposure
  - Managing foreign exchange exposure
- Credit Management.
  - Terms of payment
  - Credit policy variables
  - Credit evaluation
  - Credit granting decisions
  - Control of accounts receivables
  - Credit management in India

## **F-STFM (cont'd...)**

- Inventory Management.
  - Need for inventory
  - JIT,EOQ,Order Point
  - Pricing of raw materials and valuation of stocks
  - Monitoring and controlling of inventories
  - Criteria for judging the inventory system
  - Inventory management in India
- Working Capital Policy.
- Issues in Working Capital Management in Public Enterprises and Small Enterprises.
- Bank lending – current trends.

### **Suggested Readings:**

- 1) Bhattacharya, Working Capital Management Strategies and Techniques, Prentice Hall of India, 2004.
- 2) Bhalla V K, Working Capital Management, Anmol Publications, 2003.
- 3) Terry S. maness and John Zietlow, short term financial management, The Dryden Press,Harcourt Brace College Publishers New York.
- 4) Prasanna Chandra, Financial Management, Mcgraw Hill education,New Delhi 2004
- 5) Khan M.Y. and Jain P.K Financial Management Financial Management, Mcgraw Hill education,New Delhi 2004
- 6) John H. Hampton and Celitia L Wanger, Working Capital Management, John Wiley & Sons, 1989.
- 7) Agarwal J D, Working Capital Management, Indian Journal of Finance, 1995.

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**UNDERWRITING AND ACTUARIAL APPLICATIONS**

Objectives: To familiarise the students with under writing and actuarial applications, pricing of insurance products.

- Under writing and actuarial applications, pricing of insurance products, life and general.
- Product design, benefits and their underwriting.
- Mortality and morbidity factors in life and Health insurance polices respectively.
- Cost of claims and their estimation, imperial statistics and probability in general insurance.
- Tariff rating and contribution of TAC.
- Abolition of tariff and competitive pricing in insurance market-unhealthy competition.
- Purchasing insurance in Non – tariff market.
- Awareness of products and their evaluation to suit requirements of risk management.
- Actuary basis of premium rates and underwriting in Life and general insurance.
- Role and responsibilities of appointed actuary in a Non tariff and competitive market.
- Regulation and development of insurance business and market by IRDA.

**Suggested Readings:**

1. ICFAI, Insurance underwriting a managerial perspective Vol I ICFAI
2. Taxmann's Insurance law manual, Taxman publication 2007
3. Ravi Puliani and Mahesh Puliani, Manual of insurance laws, Bharat law house Pvt ltd,2006
4. Bharat's manual of insurance laws Including IRDA notifications & circulars Bharat law house Pvt ltd.
5. ICFAI, Insurance law and regulation,ICFAI publication,2003
6. Risk Management and Insurance by Trieschmann , Gustavson and Hoyt pub By Thomson south westine
7. Introduction to Risk Management and insurance by Mark. S. Dorfman by peason price Hall
8. Scott Hemington, grepuy Nicholas, risk management and insurance, Tata Mc Graw Hill

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**Objectives:**

- ❑ To Provide an Understanding of the Principles and Practices of Financial Accounting in Important Countries and of the Similarities and Diversities therein.

**Contents:**

- ❑ International Dimensions of Accounting.
- ❑ Foreign Currency Translation.
- ❑ Accounting for Changing Prices.
- ❑ International Dimensions of Financial Reporting.
- ❑ Harmonisation of Accounting Practices.
- ❑ Standard Setting in India.
- ❑ Transfer Pricing.
- ❑ Analysis of Foreign Financial Statements.
- ❑ Integrating Ethics into Accounting Curriculum.

**Suggested Readings:**

- 1) Samuels J.M. & Piper A.G., International Accounting – a global perspective, South Western, 2001.
- 2) Christopher Nobes and Robert Parker, Competitive International Accounting, Pearsons, 2002.

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**INTERNATIONAL ECONOMICS AND FINANCE**

**Contents:**

**Evolution of International Monetary System:**

Changes in the International Economy - Trade flows, capital flows, services and Labour movements.

**Macroeconomics of an open economy:**

Mundell Fleming Model; Fixed and flexible exchange rates - Exchange rate management; Monetary, Commercial and fiscal policy for full employment.

**Interest, inflation and exchange rates:**

Covered and uncovered parities - Overshooting.

**Functioning of foreign exchange markets:**

Foreign exchange risk - Currency futures and Swaps - Options and hedges; Multinational Banking.

**Volatility in exchange rates:**

Market intervention - Capital account convertibility - Models of currency crisis -International Monetary System Reforms.

**Readings:**

P Krugman and M. Obstfeld, International Economics: Theory and Policy, 5/e, Pearson Education, 2000

G Gandolfo, International Finance and Open Economy Macroeconomics, 2/e, Heidelberg, Springer Verlag, 2002

Adrian Buckley, Multinational Financial Management, Prentice Hall, 3/e, 2003.

R Caves, J A Frankel and R W Jones, World Trade and Payments: An Introduction, 9/e, Pearson Education, 2002

P B Kenen, International Economics, Cambridge University Press, 2000.

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## INTERNATIONAL FINANCIAL MANAGEMENT

### Objectives:

- ❑ To Provide an Understanding of International Payments, Determination of Exchange Rates, the Functions of Exchange Markets, the Foreign Exchange Risk Management and the Sourcing of Debt and Equity Internationally.

### Contents:

- ❑ International Monetary System.
- ❑ Foreign Exchange Market.
- ❑ Currency futures, Options, Swaps.
- ❑ Foreign Exchange Risk Management.
- ❑ Sourcing of International Finance.

### Suggested Readings:

- 1) Eitman, Stonebill & Muffet, Multinational Business Finance, Wesley Publishing, 1998
- 2) Shapiro Alan C., Multinational Financial Management, Prentice Hall of India, 2003.
- 3) Reed Click and Joshne Govel, International Financial Management, prentice Hall of India, 2002.
- 4) Eun and Resnick, International Financial Management, Tata McGraw Hill, 2003.
- 5) Rajwade, Foreign Exchange, International Finance and Risk Management, Academy Publishers, 2000.
- 7) Avadhani, International Finance, Himalaya Publishing, 2001.
- 8) Bhella, International Financial Management, Anmol Publications, 2003.

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**BUSINESS ETHICS****Objectives:**

- To Sensitise the Student on the various Ethical Aspects concerning the Functioning of Business Enterprises, within the Organisations and in their Relationship with the External World.

**Contents:**

- Introduction.
- Ethics and Organisations.
- Employee Duties and Rights.
- Discriminatory and Prejudicial Employee Practices.
- Downsizing the Workforce.
- Handling Ethical Dilemmas at Work.
- Marketing Strategy and Ethics.
- Ethical Practices in Market Place.
- Ethics and Finance.
- Business and the Environment.
- Corporate Responsibility, Social Audit and Ethical Investing.
- Computers and Ethics.
- Case Studies.

**Suggested Readings:**

1. R.C. Sekhar, Ethical Choices in Business, Response Books, 1997.
2. William Shaw, Business Ethics, Wordsworth Publishing Company, 1999.

**NF-BE (cont'd....)**

3. Manuel G. Valasquez, Business Ethics – Concepts and Cases, Pearson Education, 2002.
4. Thomas Donaldson, Ethics of International Business, Oxford University Press, 1989.
5. Richard T. De George, Business Ethics, MacMillan Publishing Corporation, 1990.
6. John E. Richardson, Business Ethics, Annual Edition – 1999 / 2000.
7. Milton Suoeyenlas, Robert Almeder & James Humber, Business Ethics, Promethens Books 1992.
8. Harman, Laura P, Perspectives on Business Ethics, Tata McGraw Hill, 2004.
9. Shaw William H, Business Ethics, Thomson Asia, 2002.
10. Clarke, Frank, Dean Graeme, Oliver, Kyle, Corporate Collapse: accounting, regulatory and ethical failure, Cambridge University Press, 2003.
11. Parthasarathy S, Rangarajan P, Concepts and realities in Business Ethics, Sadagopan Publishers, 2003.
12. Bhatia SK, Business ethics and managerial values, Deep and Deep Publications, 2001.
13. Chakraborty S K, The Management and ethics omnibus, Oxford University Press, 2001.
14. Banerjee, R P., Ethics in business management, concepts and cases, Himalaya Publishing House, 2001.
15. Srivastava A K, Bhagavad Gita: economic development and management, Abhinav Publications, 1980.
16. Hawley, Jack, Reawakening the spirit in work: The power of Dharmic Management, Berrett-Koehler Pub, 1993.
17. Sankar, Yassin, Organizational Behaviour the ethical challenge, Canadian Scholar's press, 2<sup>nd</sup> ed., 2004.
18. Sankar Yassin, Value Based Management for the Information Society, Canadian Scholar's Press, 1991.
19. Ranganathananda, Swami, Human Values in Management, Bharatiya Vidya Bhavan, 1991.

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**CORPORATE GOVERNANCE****Objectives:**

- To Enable the Students to Understand the Parameters of Accountability, Control and Reporting System by the Corporate Board.
- To Help the Students to have an Insight into the Interactive Relationship Among Various Corporate and Related Constituents in Determining Directions and Performance of Business Organisations.

**Contents:**

- Overview of Corporate Governance.
- Corporate Board:
  - Attributes, Duties, Responsibilities, Liabilities.
  - Shaping Directorial Competence and Board Effectiveness.
- Financial Institutions and Nominee Directors.
- Corporate Disclosure and Investor Protection.
- Corporate Restructuring and Revival of Sick Units.
- Corporate Reputation, Corporate Legitimacy and Corporate Crime.
- The Legal and Regulatory Setting:
  - Company Law.
  - SEBI Regulations.
  - FEMA.
  - Banking and Capital Market Regulation.
  - Sick Industry Company Act.
  - Takeover Codes.
- Corporate Board Committees.
- Globalisation and Corporate Governance.
- Emerging Trends in Corporate Governance.

## NF-CG (cont'd....)

### Suggested Readings:

1. Gupta, LC., Corporate Boards and Nominee Directors, Oxford University Press, 1989.
2. N. Gopaldasamy, Corporate Governance, Wheeler Publishing, 1998.
3. Reports of Studies Initiated By SEBI, Government and Other Agencies.
4. Tricker Bob, Essential Director, Profile Books, 2004.
5. Cadbury, Adrian, Corporate Governance and Chairmanship: a personal view, Oxford University Press, 2003.
6. Weston J. Fred et.al., Takeovers, restructuring and Corporate Governance, Prentice Hall, 3<sup>rd</sup> ed., 2001.
7. Vedpuriswar, A.V., Leadership and Corporate Governance, ICFAI, 2002.
8. Chandratre, K. R., Bharat's guide to Company Directors, Bharat Law House, 1999.
9. Vives, Xavier, Corporate Governance: Theoretical and empirical perspectives, Cambridge University Press, 2000.
10. McGregor, Lynn, The human face of Corporate Governance, Palgrave Publishers, 2000.
11. Monks, Robert A.G., Corporate Governance, Blackwell Publishers, 2001.
12. Coulison- Thomas, Colin, Creating excellence in the boardroom, McGraw-Hill, 1993.
13. Goergen, Marc, Corporate Governance and Financial Performance, Edward Dlgar, 1998.
14. Balasubramanian, N, editor, Corporate Boards and Governance, Sterling Publishers, 1998.
15. Dhankhar, J. N., Handbook on Company Directors and Shareholders, Skylark Publishers, 1987.
16. Mace, Myles L, Directors, Myth and Reality, Harvard Business School, 1986.

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**CUSTOMER RELATIONSHIP MANAGEMENT****Objectives:**

- ❑ To Provide an Understanding of Successful e-CRM Strategies and their Implementation to Improve Relationships with Customers.
- ❑ To Understand how the Internet and On-line Sales Create New Challenges to Enhance Customer Relations.

**Contents:**

- ❑ Defining CRM.
- ❑ CRM in Marketing
- ❑ CRM and Customer Service.
- ❑ Sales Force Automation.
- ❑ CRM in e-Business.
- ❑ Analytical CRM.
- ❑ Planning CRM Program
- ❑ Choosing Your CRM Tool
- ❑ Managing Your CRM Project
- ❑ CRM Future

**Other Readings:**

1. CRM Handbook, The: A Business Guide to Customer Relationship Management By Jill Dyché Publisher: Addison-Wesley Professional; 1st edition (2001)
2. CRM at the Speed of Light, 3e by Paul Greenberg Publisher: McGraw-Hill Osborne Media; 3 edition (2004)
3. Harvard Business Review on Customer Relationship Management by C.K. Prahalad, et al
4. Patricia B. Seybold with Ronni T. Marshak, Customers.com – How to Create a Profitable Business Strategy for the Internet and Beyond, Century Business.
5. Editors – Jagdish N. Sheth, Atul Paratiyar & G. Shainesh, Customer Relationship Management –
6. A Practical Guide to CRM by Janice Reynolds Publisher: CMP Books; 1st edition (2002)

## DATA MINING APPLICATIONS

### Objectives:

- ❑ To learn how to create the necessary infrastructure for data mining
- ❑ To familiarize students with core data mining techniques, including decision trees, neural networks, collaborative filtering, association rules, link analysis, clustering, and survival analysis
- ❑ To learn to apply the techniques in business for improved marketing, sales, and customer support, finance etc.

### Contents:

- ❑ Intro to Data Mining-The Virtuous Cycle of Data Mining.
- ❑ Data Mining Methodology and Best Practices.
- ❑ Data Mining Applications in Marketing and Customer Relationship Management.
- ❑ DM Techniques:
- ❑ Decision Trees
- ❑ Artificial Neural Networks.
- ❑ Nearest Neighbor Approaches: Memory-Based Reasoning and Collaborative Filtering.
- ❑ Market Basket Analysis and Association Rules.
- ❑ Link Analysis.
- ❑ Automatic Cluster Detection.
- ❑ Genetic Algorithms.
- ❑ Data Mining throughout the Customer Life Cycle.
- ❑ Data Warehousing, OLAP, and Data Mining.
- ❑ Building the Data Mining Environment.
- ❑ Preparing Data for Mining.
- ❑ Putting Data Mining to Work-Case studies

### Other Readings:

1. Berson, Smith, and Thearling / 1999, Building Data Mining Applications for CRM Publisher: McGraw-Hill Companies (December 22, 1999)
2. Hand, Mannila, and Smyth / Hardcover / 2001 Principles of Data Mining Publisher: The MIT Press (August 1, 2001)
3. Berthold and Hand / Hardcover / 2003 (Second Edition) , Intelligent Data Analysis: An Introduction Springer (September 1, 1999)  
Adriaans, Pieter & Dolf Zantinge (1996). Data Mining . Addison-Wesley.
4. Berry, Michael J. A. & Gordon S. Linoff (2000). Mastering Data Mining . John Wiley  
Berry, Michael J. A. & Gordon Linoff (2002). Mining the Web John Wiley & Sons, Inc.
5. Data Mining: Concepts and Techniques by Jiawei Han, Micheline Kamber Publisher: Morgan Kaufmann; 1st edition (August, 2000)

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**DIAGNOSTICS****Objectives:**

- To familiarize the management students with the latest tools, techniques and methodologies which will facilitate his understanding, analyzing and help coping with complex problems and situations, the managers encounter in work situations.

**Contents:**

- What is Science and Spirituality?
- What is Complexity?
- OD Tools and Processes.
- General Systems Theory.
- Consensus Methodologies.
- Lateral Thinking.
- Cybernetics and Management Cybernetics.
- System Dynamic Modeling.
- Living System Theory.
- Case Studies.

**Suggested Readings:**

1. Sage, A.P., Methodologies for Large Scale Systems, McGraw Hill, Inc.
2. George Klir, Trends in General Systems Theory, John Wiley 1972.
3. Edward de Bono Six Thinking Hats: An essential approach to business management, Little Brown & Co, 1985.
4. Edward de Bono Lateral thinking for management; A handbook of creativity American Management Association, 1971.
5. R G Coyle, System Dynamic Modelling, Chapman & Hall/CRC, 1996.

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**E-COMMERCE****Objectives:**

- ❑ To introduce the students to the emerging area of E-Commerce.

**Contents:**

- ❑ Introduction to Electronic Commerce.
- ❑ E-commerce business models
- ❑ The Environment of E-Commerce: International, Legal, Ethical, and Tax Issues.
- ❑ Security
- ❑ Electronic payment systems
- ❑ Enabling technologies
- ❑ Implementation concerns

**Suggested Readings:**

1. E-Commerce: Business, Technology, Society, Second Edition by Kenneth C. Laudon, Carol Guercio Traver Publisher: Addison Wesley Publishing Company; 2nd edition (2003)
2. The Complete E-Commerce Book: Design, Build, and Maintain a Successful Web-Based Business Publisher: CMP Books (2004)
3. Introduction to e-Commerce, 2/e by Jeffrey F. Rayport, Bernard J. Jaworski, Publisher: McGraw-Hill/Irwin; 2 edition (2003)
4. Jeffrey F. Rayport & Bernard J. Jaworski, E-Commerce – 2000, McGraw Hill – Irwin, Market Space U.

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**ENTREPRENEUR DEVELOPMENT****Objectives:**

- To Enable the Students to be Entrepreneurial Managers in Job Careers or to Successfully take up Self-Sustaining Independent Career in any Occupation.

**Contents:**

- The Nature of Entrepreneurship and Characteristics of Successful Entrepreneurs.
- Entrepreneurial Motivation.
- Entrepreneurial Organisation: Characteristics and Cultures, Nurturing / Developing Entrepreneur.
- Theories of Entrepreneurship.
- Entrepreneurship Development in India.
- Programmes and Policies for Promoting Industrial Entrepreneurship.
- Incentives and Subsidies Offered by the Central and State Government.
- Institutional Finance to Entrepreneurs.
- Identification and Selection of Opportunities.
- Entrepreneurial Strategies.
- Project Formulations, Planning and Assessment of its Viability.

**Suggested Readings:**

1. Wicken H.P., Entrepreneurship – A Comparative and Historical Study, Ablex Publishing Co., New Jersey, 1979.
2. Cook J.R., The Start-up Entrepreneur, Harper and Row, New York, 1987.
3. Bhanushali, Entrepreneurship Development, Himalaya Publishing House, Bombay, 1987.
4. Baumbach and Manuso, Entrepreneurship and Venture Management, Taraporevala, 1981.
5. Rosabeth Moss Kanter, The Change Masters – Corporate Entrepreneurs at Work, Irwin, London, 1983.

**NF-ED (Contd...)**

6. Gifford Pinchot III, Intrapreneuring, Harper & Row Publications, 1985.
7. John, A., Welsh & H Jerry, F. White, The Entrepreneur's Master Planning Guide, Prentice Hall, 1983.
8. Peter F. Drucker, Innovation and Entrepreneurship, Affiliated East West Press, 1991.
9. Khandwalla, P.N., Fourth Eye: Excellence Through Creativity, A H Wheeler, 1988.
10. David L. Bodde, The International Entrepreneur: Bringing Technology and Engineering to the Real Economy, Prentice Hall of India, 2002.
11. David H. Holt, Entrepreneurship: New Venture Creation, Prentice Hall of India, 1998.
12. McVicker, Starting Something: An Entrepreneurs Tale of Control, Confrontation Corporate Culture, Pearson Education India, 2002.
13. Shane, Finding Fertile Grand: Identifying Extraordinary Opportunities for New Ventures, Pearson Education India, 2002.
14. William C Miller, Flash of Brilliance – Inspiring Creativity where you work, Pearsons Books, 1998.
15. Mohan Sawhney, Ranjay Gulati, Anthony Paoni, Tech Venture: new rules on value and profit from silican valley, John Wiley, 2001.

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**FRONTIERS OF CORPORATE MANAGEMENT THOUGHT****Objective:**

- To expose the students to the latest happenings in the management field and management research through seminars.
- To analyze latest management cases to communicate the advances made in management thinking & concepts and discuss adaptability of these changes in Indian context.
- To provide an appreciation of the role values play in corporate life, and how they facilitate improved decision making capabilities.
- To further conduct online computer simulated real life company oriented management games for the students to appreciate how these above changes and developments help in the actual running of the companies in India successfully.

**Contents:**

- Current Developments in
  - Management Principles / Thoughts / Concepts
  - International Business Scenario
  - Management Research and its findings
  - Any other Area of Current Concern / Interest
- Latest Management Case Studies from
  - Harvard, Wharton, Sloan, Stanford, Thunderbird Business Schools.
- Online Computer Simulated Management Games
  - Balancing the Corporate Score Card
  - The Marketing Game
  - Threshold Competitor

**Suggested Readings:**

- Latest Books from Management Thinkers like Peter Drukker, Tom Peters, C K Prahalad, M Hammer, J Seth, A Toffler, S Covey, Stafford Beer, David Garvin, M Porter, Mintzberg, Ansell, Copeland.
- Readings from Harvard Business Review, Sloan Management Review, Quarterly Management Report- H B S Pub. House, AMA Management Review, CFO, CIO, CEO, COO, World Executive Digest, Vikalpa, Management Research Digest & Dissertation Abstracts
- Management Computer Games from HBR High Performance Companies, McGraw Hill Inc. Prentice Hall Inc.

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**KNOWLEDGE MANAGEMENT****Objectives:**

- To Acquaint the Students with the Developments, Techniques and Tools in the emerging area of Knowledge Management, and how a knowledge based organisation can plan, design and implement a Knowledge Management System to support its business strategy and derive competitive advantage.

**Contents:**

- Introduction to Knowledge Management (KM).
- From Data to Information to Knowledge.
- Drivers of Knowledge Management.
- Creating the Knowledge Edge.
- Knowledge Management Road Map.
- Leveraging existing Infrastructure
- Designing the KM Infrastructure
- Aligning Knowledge Management and Business Strategy.
- Conducting the Knowledge Audit and Analysis.
- Designing the KM Team & The Reward Structures
- Designing, Developing and Deploying The KM System
- Measuring the Performance of Knowledge Work.
- Case Studies.

**Suggested Readings:**

1. Harvard Business Review on Knowledge Management – 1998, Harvard Business School Press, Boston.
2. Ikujiro Nonaka & Hirotaka Takeuchi, The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation – 1995, Oxford University Press, New York.
3. Amrit Tiwana, The Knowledge Management Toolkit: Orchestrating IT, strategy and knowledge platforms , 2nd Edition Prentice Hall Publications, New Jersey.
4. P.N. Rastogi, Building a Learning Organisation: Continous Renewal of the Company through Knowledge and Skills, 1998, Wheeler Publishing, New Delhi.
5. Prusak L., and T. Davenport; “Working Knowledge : How Organizations Manage What They Know”; Harvard Business School Press, Boston. 1998.
6. Irma Becerra-Fernandez et al , “Knowledge management-Solutions & Technologies” Pearson Education, Singapore Pte. Ltd.
7. Madanmohan Rao, “Knowledge management Tools & Techniques’ Elsevier Butterworth Heinemann
8. Elias M Awad & Hassan M.Ghaziri, , “Knowledge management’ Prentice Hall Publications, New Jersey.

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## MANAGING IN THE INFORMATION AGE

### Objective

To prepare students of management the skills needed to deploy successfully Information Technology in support of business goals by providing them with frameworks and approaches that will remain relevant even as the suite of available technologies change over time.

### Contents:

#### Module 1

View of IT as a General Purpose Technology, Basic concepts around Business use of IT, How can managers use this concept and effectively intervene, Main responsibilities of IT-selection, Adoption and Exploitation.

Content and themes of MIA. Boundaries of MIA.

Distinction between “Outside-In” and “Inside-Out” approaches to IT selection, a framework for Analysis.

#### Module 2

IT Capabilities, How the function delivers greater precision and experimentation capacity.

Organization for IT, How complementary organizational Innovations increase value of IT capabilities. Importance of interface with human Labor and skills.

#### Module 3

Enterprise IT, Power and perils of IT across a large organizational footprint.

Interdependence, altered business processes, new information flows necessitated by these How to reach consensus about EIT based work changes. Effectiveness of different approaches.

Multiple companies Enterprise IT

#### Module 4

Network IT –Processes and Mechanisms, Role of managers in fostering their use

Competitive impact of it and its governance, Summary of learnings from the course

### Readings

1. General Purpose Technologies and Productivity surges. Historical perspectives of IT revolution ---David P.A and G Wright
2. The impact of computers on organization by Whistler T.L.
3. An evolutionary theory of economic change by Nelson R.R and S.G Winter

**NF-MIA contd...**

4. The resurgence of growth-Is information Technology the story by Oliner S.D and D.E
5. The new division of Labour-How computers are creating the next job market by Levy F and R.J Murnane.,
6. Selected readings from Strategic management Journal,Sloan Management review,
7. Selected cases from Harvard Business School Publishing.

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## MANAGING INNOVATION

### Objective:

The course emphasizes the importance of Innovation for Organization to compete and succeed in this century. It exposes the students to the process of innovation, creation of innovative culture, development of Business Innovations and the new trends in Innovation.

### Contents:

- Introduction – Awaken the Creator within, Breathe new life in your work, Put creativity and spirituality to work
- Innovation and Competitive Advantage –  
Creating New Marketing space  
Discovering new points of differentiation
- Mapping Innovation –  
Business Model change – Value Proposition, Supply chain Target customers  
Technology change – Product and Service Offerings, Process Technology,  
Enabling Technologies, Incremental, Semi-Radical and Radical Innovation,  
Disruptive Technologies and Innovations,  
Innovation Model and Rules.
- Organizing for Innovation
- Designing the process of Innovation  
Systems of Ideation, Experimentation, Prototyping etc.
- Learning innovation  
Learning systems for Innovation,  
Meeting the challenge of Disruptive Innovation
- Designing a Winning Innovative Culture  
Creative Climate for Innovation  
Building an Innovation Factory  
Creating Breakthroughs – 3M
- New Trends in Innovation  
Finding Lead User Innovations and Giving Customer Toolkits  
Using User Innovation Communities  
Enlightened Experimentation.  
Social Sector as Beta Site for Business Innovation
- Business Innovation  
Transformation of Business, Business Processes- the enablers of Innovation,  
Insights for Innovation through Analytics, IT for Innovation
- Case Studies

**NF-MI contd...**

**References:**

1. The New Age of Innovation: Driving Cocreated Value Through Global Networks by C.K. Prahalad and M.S. Krishnan Mc Graw Hill (2008).
2. The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits (Wharton School Publishing Paperbacks) by CK Prahalad (2006)
3. Innovation and Entrepreneurship by Peter F. Drucker (2006) Drucker series, Butterworth-Heinemann Publ.
4. Harvard Business Review on Innovation by Clayton M. Christensen, Michael Overdorf, Ian MacMillan, and Rita McGrath (2001)
5. Managing Innovation: Integrating Technological, Market and Organizational Change, Joe Tidd, John Bessant, Keith Pavitt 3rd Edition (Paperback) Wiley.
6. Making Innovation Work: How to Manage It, Measure It, and Profit from It by Tony Davila, Marc J. Epstein, and Robert Shelton - 2005 Wharton School Publ.
7. Flash Of Brilliance: Inspiring Creativity Where You Work by William C. Miller (1998) and Flash Of Brilliance Workbook by William C. Miller (2000) Basic Books

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**MARKETING FINANCIAL SERVICES****Objectives:**

- To Provide an Understanding of Strategic and Tactical Aspects of Marketing Financial Services, with reference to Banks, Mutual Funds, Insurance other Financial Products

**Contents:**

- Key Marketing Concepts and Perspectives –
  - Relevance to Financial Sectors
- Definition and Uniqueness of MFS
- Consumer Behaviour & Customer Satisfaction --
  - Individual Customers
  - Institutional Customers
  - Market Induced Innovations
- Situational Analysis, Marketing Research and Marketing Information System –
  - Tools of Analysis & Research
- Market Planning and Strategic Marketing Process –
  - Setting Goals
  - Marketing Mix design
- Market , Competition and Internal corporate Analysis
  - Segmentation
- Marketing Strategy Formulation
  - Position Strategy
  - Pricing strategy
  - Communication & Advertising
  - Sales Promotion
  - Publicity & Public Relations
  - Personal Selling
- Product Life Cycle
- Productivity & Quality
- Organisation, Implementation and Evaluation of Marketing Function for Financial Services function.
- Ethical & other related issues in Marketing of Financial Services.
- Case Studies, Exercises

**NF-MFS (contd..)**

**Suggested Readings:**

1. Mary Ann Pezzullo, Marketing Financial Services – 1999, MacMillan.
2. B. Zenoff, Marketing Financial Services – 1989, Ballinger Publishing Company.
3. J.R. Marsh, Managing Financial Services Marketing – 1988, Pitman.
4. R. Eric Reidenbach and Robert E. Pitts, Bank Marketing – 1986, Prentice Hall.
5. Sangeeta Arora, Marketing of Financial Services – 2005, Deep & Deep Publications, New Delhi.

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**MARKETING RESEARCH****Objectives:**

- To Provide an Overview of Marketing Research, and also familiarize the students with the methodology of conducting a Marketing Research Study.

**Contents:**

- Overview of Marketing Research.
  - Role of Marketing Research in Marketing
  - Definition of Marketing Research
  
- The Research Process
  - Problem Formulation
  - Determining Research Design
  
- Data Collection Methods & Forms
  - Secondary Data
  - Primary Data
  - Questionnaire Design
  - Attitude Measurement
  
- Sample Design
  - Sampling Procedure
  - Probability and Non-Probability Sampling
  - Sample Size
  
- Analysis and Interpretation of Data.
  
- Applications of Marketing Research.
  
- Ethical Issues in Marketing Research.
  
- Case Studies & Exercises.

**Suggested Readings:**

1. Gilbert A Churchill, Jr. , Marketing Research: Methodological Foundations, Ohio South-Western/Thomson Learning, 2002
2. A. Parasuraman, Marketing Research, Addison Wesley

**NF-MR (contd....)**

3. Naresh K Malhotra, Marketing Research: An Applied Orientation, Prentice Hall International, 1999
4. William G. Zikmund, Exploring Marketing Research, The Dryden Press., 2003
5. Rajendra Nargundkar, Marketing Research: Text and cases, Tata McGraw-Hill, New Delhi , 2002

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**RE-ENGINEERING****Objective:**

- To Familiarize the students to the Philosophy and Role of Re-engineering (RE) in Revitalizing the Organisation.
- To Enable them to Acquire Requisite Diagnostic Skills and understand the Use of the Models of RE.

**Contents:**

- An Overview and Role of Re-engineering
  - Classical Definitions of RE
  - Bhagawan Baba's definition of RE
- Role of RE. In Change Management in Organizations.
- Alternative Methodological Approaches to RE.
  - Different Models for RE
- Tools of RE – Diagnostics
  - Benchmarking
  - QFD
  - Skills Matrix
- Latest developments in RE.
- Integration & Implementation of RE exercises in Organizations.
- Success & Failure stories of RE.
- Video Tapes on RE
- Case Studies & Exercises

**Suggested Readings:**

1. Armstrong, M., "A Handbook of Management Techniques", Kogan Page Ltd., London.
2. Bhagawan's Discourses on RE, (unpublished notes).
3. Bleeke, J., & Ernst, D., "Collaborating to Compete", John Wiley, New Delhi.
4. Davidow, W., & Malone, M., "The Virtual Corporation", Happer Collins, New York.

## **NF-RE (contd...)**

5. Hammer, M. & Champy.J., "Re-Engineering the Corporation: A Manifesto for Business Revolution", Nicholas Brealey, London
6. Hammer, M. The Reengineering Revolution, Collins, 1995.
7. Hammer, M. Beyond Reengineering : How the Processed-Centered Organization is Changing Our Work and Our Lives, Collins, 1997.
8. Obeng, E. and Crainer, S., "Making Re-Engineering Happen", F.T.Pitman, London.
9. Readings on RE from World Executive Digest , Management Review & other Journals.
10. Sage, A.P. "Methodologies For Large Scale Systems", McGraw Hill, New York.
11. Rao A. Et.Al., TQM – A Cross Functional Approach, McGraw Hill.
12. Day, Ronald G., QFD: Linking a Company with its Customers, Milwaukee , WI , ASQ Quality Press, 1993.

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**RELATIONSHIP MARKETING****Objectives:**

- The Course aims at giving insights to students in the concepts and practices of Relationship Marketing.

**Contents:**

- Relationship Marketing – Evolution and Alternative Perspectives.
- Conceptual and Theoretical Foundations of Relationship Marketing.
- Evolving a Relationship Marketing Strategy.
- Implementation of CRM Solutions.
- Case Studies.

**Suggested Readings:**

1. Sheth J.N. and Parvatiyar A., The Handbook of Relationship Marketing, Sage Publications, New Delhi., 2003
2. Sheth J.N., Parvatiyar A. and Shainesh J., CRM: Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi, 2001
3. Jill Dyche, The CRM Handbook, Pearson Education(Singapore), Delhi, 2002
4. Frederick Newell, Why CRM does not work: How to win by letting customers manage the relationship, Kogan Page India, New Delhi, 2003

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**SERVICES MARKETING****Objectives:**

- To Acquaint the Students with the Unique Characteristics of Services and to Familiarize them with the Concepts, Tools and Techniques to Manage and Market Services.

**Contents:**

- Introduction to Services.
- Understanding Customer Expectations and Perceptions.
- Service Development and Design.
- Delivering and Performing Service.
- Managing Service Promise.
- Case Studies.

**Suggested Readings:**

1. Valarie A. Zeithaml & Mary Jo Bitner, Services Marketing, Irwin McGraw Hill Inc., 2000
2. Helen Woodruffe, Services Marketing, MacMillan India Ltd.
3. Christian Gronroos, Services Management and Marketing – A Customer Relationship Management Approach, John Wiley & Sons Ltd.
4. M.K. Rampal & S.L. Gupta, Service Marketing – Concepts, Applications and Cases, Galgotia Publishing Co., New Delhi.
5. M. Raghavachari & K.V. Raman (Editors), Delivering Service Quality – Managerial Challenges for the 21<sup>st</sup> Century, MacMillan India Ltd., New Delhi.
6. Stephen W. Brown, Evert Gummesson, Bo Edvardsson & Bengt Gustavsson (Editors), Service Quality – Multidisciplinary and Multinational Perspectives, Lexington Books, New York. Marketing Services – Competing Through Quality, The Free Press, New York.

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**TOTAL QUALITY MANAGEMENT****Objective:**

- To Familiarize the students to the Philosophy and Role of TQM in Revitalizing the Organisation.
- To Enable them to Acquire Requisite Diagnostic Skills and understand the Use of the Tools of TQM

**Contents:**

- An Overview and Role of TQM
  - Classical Definitions of Quality
  - Bhagawan Baba's Definition of Quality
  - Product Satisfaction & Product Dis-satisfaction
- Trends in Change Management and role of TQM.
- Philosophical Approaches to TQM.
  - Eastern & Western Approaches
  - Bhagawan Baba's Teachings
- Methodological Approaches to TQM
  - Deming
  - Juran
  - Crosby
  - Others
- Tools of TQM – Diagnostics.
  - 7 Tools of Analysis
  - Cybernetic Analysis
- Latest Developments in Quality Management.
  - QFD
  - Others
- Leadership requirements for TQM
- Overview of TPM
- Integration & Implementation of TQM in Organizations.
- Application of TQM.

## **NF-TQM (Contd....)**

- Video tapes on TQM
- Case Studies & Exercises.

### **Suggested Readings:**

1. Besterfield, Mary Besterfield-Sacre , Total quality management, Pearson Education(Singapore), Indian Branch 2002
2. Samuel K Ho K Ho Samuel, TQM: an integrated approach New Delhi Crest Publishing House 2002
3. T R Natarajan, Edwina Pio Natarajan T R Pio Edwina Quality samurai: designed pathways for TQM implementation Delhi Macmillan India 1999
4. Armstrong, M., "A Handbook of Management Techniques", Kogan Page Ltd., London.
5. Bhagawan's Discourses on TQM, (unpublished notes).
6. Bleeke, J., & Ernst, D., "Collaborating to Compete", John Wiley, New Delhi.
7. Davidow, W., & Malone, M., "The Virtual Corporation", Happer Collins, New York.
8. Feigenbaum, Total Quality Control, McGraw Hill, New York.
9. Juran, Quality Planning and Analysis, Tata McGraw Hill, New Delhi.
10. Readings from World Executive Digest and Management Review.
11. Sage, A.P. "Methodologies For Large Scale Systems", McGraw Hill, New York.
12. Rao A. Et.Al., TQM – A Cross Functional Approach, McGraw Hill.
13. Day Ronald, QFD – Linking a Company with its Customers, TMH.

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