

**Department of Management Studies**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(Financial Services)**  
Two Year Regular Full-Time Four Semester Course  
2011 - 2013

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Printed at :  
**SHANTA PRINTERS & STATIONERS, JODHPUR 620-7-10-300**

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# SYLLABUS

**Department of Management Studies**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(Financial Services)**  
Two Year Regular Full-Time Four Semester Course  
2011 - 2013



**JAI NARAIN VYAS UNIVERSITY**  
**JODHPUR**

(Accredited with 'B' Grade by NAAC)

## IMPORTANT

With a view to bring about greater reliability, validity and objectivity in the examination system and also for closer integration of teaching, learning and evaluation.

- (i) The syllabus has been divided into units. Questions will be set from each unit with provision for internal choice.
- (ii) In order to ensure that the students do not leave out the important portion of the syllabus, examiners shall be free to repeat the questions set in the previous examinations.

[Ref. Resolution No. 21 (c) of Academic Council dated 9-2-84]

The examinees be permitted to use their personal transistorised pocket battery operated calculators in the examinations. The calculator to be used by the candidates in the examinations should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless. A calculator belonging to one candidate shall not be allowed to be used by another candidate. The Superintendent of the centre will have complete discretion to disallow the use of a calculator which does not conform to the above specification.

[Ref. Res. No. 6/90 of Academic Council dated 20th July, 1990]

In Engineering and any other examinations where the use of calculators is already permitted, it shall remain undisturbed.

## NOTIFICATION

**In compliance of decision of the Hon'ble High Court all students are required to fulfil 75% attendance rule in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.**

REGISTRAR  
(Academic)

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**MASTER OF BUSINESS ADMINISTRATION  
GENERAL INFORMATION FOR STUDENTS**

The Jai Narain Vyas University (Erstwhile, The University of Jodhpur) has been offering the M.B.A. Course since 1968 under the aegis of the Department of Commerce until 1989-90 when a separate Department of Management Studies was created. The M.B.A. Programme has completed 42 years of its existence. The course brings together a group of young persons with mind and motivation needed to occupy managerial positions in the economic enterprises.

With economic growth of India the markets have developed in terms of business enterprises which have generated lot of employment opportunities and they await young persons entering management Programme. The admission to the MBA Finance will be through the entrance program group discussion and the personal interview. The Management Aptitude Test (MAT) and Common Aptitude Test (CAT) score will also be considered in addition to the Group Discussion (GD) and Personal Interview (PI). The minimum percentage to apply for the program is 48% in any stream of graduation. The chosen groups of young persons will undergo rigorous training based on contemporary syllabi and develop business compatible personality. Besides, the Core Faculty, the Department enjoys the association of academic and professional visiting faculty to conduct this course. The number of approved seats is 60.

**SCHEME OF EXAMINATION**

1. A candidate admitted to Master of Business Administration examination may be admitted to the examinations after completing the regular course of studies prescribed for the examination which shall be of two year duration comprising of four semesters.
2. There shall be separate course of studies for each semester and there shall be separate examination for each semester. The course of studies and examination in relation there to shall comprise of theory papers, seminars, viva-voce, term-paper and class-assignments as indicated in the course design. These will bear maximum marks as indicated in Course design.
3. The seminars, project reports will be examined internally as indicated below while other papers will be examined as per rules of the university in force.
  - (i) Seminars: Teacher concerned and Head, Dept. of Management studies of his/her Nominee. (On non-Availability of the teacher concerned, the Head, Dept. of Management Studies will nominate the substitute.)
  - (ii) Project report: Concerned supervisor of the term-paper.

4. The minimum pass marks in respect of each examination shall be 40% in each paper and 50% of the aggregate marks in respect of all the papers comprising each examination.
5. If a candidate fails to appear at an examination he or she shall not be permitted to take the subsequent examination and therefore, shall have to reappear at the examination. Thus such candidate shall not be promoted to the next semester if he/she has not appeared at one of more of the papers in the concerned semester examination.
6. However, a candidate may be promoted to the next semester if he/she fails in only one paper in the examination of the semester. Such candidates may be permitted to makeup the deficiency at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. There shall be no makeup or special examination for making up such deficiency. Also a candidate appearing at an examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies, in such eventuality the course of study soon before the deletion shall be deemed to be relevant. However, the Department shall have no responsibility to organize and impart teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing deficiency and passed shall be awarded the actual marks obtained but in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured by them at the subsequent examination.

“A candidate who fail at an examination and reappears as an ex-student will not be required to submit project paper and appear at the seminar examination and marks obtained at the previous examination will be transferred.”

“In the same way if a candidate fails at MBA-IV and appears as an ex-student he will not be required to do Summer Internship Report Examination and Project Report in case he has got pass marks and marks obtained at the previous examination will be transferred.”

7. After the fourth semester examination the result will be declared and M.B.A. Degree will be awarded when a candidate passes all the examinations in respect of all the four semesters including those paper (s) for which deficiency, if any, is to be made up.

8. The division shall be awarded to a candidate on the basis of marks of all the examinations in respect of all the semesters as mentioned above on the following basis :

Division	Percent of Marks
First with Honors	70 and above
First	60 and above but less than 70
Second	50 and above but less than 60

9. The students of M.B.A. shall be required to undergo internship in an organization approved by the Head of the Department as a part of the course of studies during vacation for a period of six weeks and submit a report which will be subject to examination as indicated in the course design.
10. The language of instructions and examination in each course shall be English.
11. In order to be eligible to make examination each candidate shall have to fulfill minimum attendance requirement rules and regulations prescribed by the University from time to time and shall not seek part time and full time employment during the tenure of two years course of studies.

#### DEPARTMENT OF MANAGEMENT STUDIES

##### List of Teachers

- |    |  |                                 |
|----|--|---------------------------------|
| 1. | Dr. (Mrs.) Meeta Nihalani<br>M.B.A., Ph.D.   | Assistant Professor<br>and Head |
| 2. | Prof. (Mrs.) Kalpana Mathur<br>M.B.A., Ph.D. | Professor                       |
| 3. | Dr. (Mrs.) Swapna Patawari<br>M.B.A., Ph.D.  | Assistant Professor             |

#### COURSE OF STUDIES SEMESTER I

Course Code No.	Title of the Subject	Lectures per week	Maximum Marks
FS - 101	Management Process and Organizational Behavior	6	50
FS - 102	Quantitative Methods	6	50
FS - 103	Managerial Economics	6	50
FS - 104	Computer Application and Managerial Skill Development	6	50
FS - 105	Marketing Management	6	50
FS - 106	Accounting For Managers	6	50
FS - 107	Human Resource Management	6	50
FS - 108	Seminar	6	50

#### FS 101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

##### Objectives

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

##### Course Contents

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing Individual behavior Personality, Perceptions, Values, Attitudes, Learning. Work Motivation, Individual decision making and problem solving; Understanding and managing group processes - Interpersonal and group dynamics applications of emotional intelligence in organizations, communication. Group decision making, Leadership and Influence process; Understanding and Managing organizational system - Organizational design and structure, Work stress.

##### Suggested Readings

Koontz, Hand Wechrich, H. Management, 10th Ed... New York, McGraw Hill, 2000.

Luthans. F. Organizational Behavior, 7th Ed..., New York, McGraw Hill, 2008.

Robbins, S P. Management, 5th Ed, New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.

Robbins, S P. Organizational Behavior, 7th ed., New Delhi, Prentice Hall of India, 1996.

Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.2001

Staw, R M. Psychological Dimensions of Organizational Behavior, 2nd Ed... Enclosed Cliffs. New Jersey. Prentice Hall Inc., 1995.

Stoner, J, etc. Management, 6th Ed..., New Delhi, Prentice Hall or India. 2000.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

### **FS 102: QUANTITATIVE METHODS**

#### **Objectives**

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

#### **Course Contents**

Mathematical basis of managerial decision: Functions- Measures of Central Tendency; Measures of Dispersion- Standard Deviation, coefficient; Correlation of Karl Pearson coefficient and Probable Error.

Theory of Probability: Addition and Multiplication Theorem; Theoretical frequency Distribution, Normal Poisson

Nature and Significance of Operation Research; Linear programming: Simplex and graphical methods, Duality problems; game Theory and Two person Zero Game.

#### *Suggested Readings*

Chadha, N. K. Statistics for Behavioral and Social Scientists. Reliance Publishing House, Delhi, 1996

Gupta, S P and Gupta, M P. Business Statistics, New Delhi, Sultan Chand, 1997.

Levin Richard, I and Rubin David S. Statistics for Management. New Jersey, Prentice Hall Inc ..., 1995.

Narag. A S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.

Sharma. J.K. Fundamentals of Operations Research, Macmillan, New Delhi, 200 I

Terry, Sineieh. Business Statistics by Examples. London. Collier Mae Millian Publishers, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

### **FS 103: MANAGERIAL ECONOMICS**

#### **Objectives**

The Objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory.

#### **Course Contents**

Scope, Concepts and Techniques of Managerial Economics, Nature of business decision-making. Marginal analysis, optimization; Theory of Demand; Demand functions;. Law of Demand - Utility Concept. Cardinal and Ordinal Approach, Income and substitution effects, Elasticity of Demand; Price Elasticity, Income Elasticity, Cross Elasticity. Advertising Elasticity.

Demand forecasting, Production Function, Concept, Isoquants. Equilibrium, Law of Variable Proportions. Law of Returns to Scale. Cost Function, Types of Costs, Theory of Firm - Profit Maximization, Sales Maximization.

Market Structure: Concept of Equilibrium, Perfect Competitions, Monopoly. Oligopoly, Theoretical Concept of Pricing Polices in Practices Non-Price Completion.

Macro Economics: Aggregates and Concepts -GNP and GOP- Aggregate Consumption-Demand, Balance of Payments, Monetary Policy Fiscal Policy; Concept and Measurement of National Income; Determination of National Income, Money multiplier Effect.

#### *Suggested Readings*

Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.

Baumol, W J. Economic Theory and Operations Analysis, 3rd Ed..., New Delhi, Prentice Hall link..., 1996.

Mehta, P.L. Managerial Economics, New Delhi, Sultan Chand & Sons.

Keat. Paul G & Philips, K. Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.

Koutsoyiannis, A. Modem Micro Economics, New York, Macmillan, 1991.

Milgrom ,P and Roberts, J. Economics, Organization and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.,1992.

Diwedi, D.N. Managerial Economics, Vikas Publishing, New Delhi.



## **FS - 104: COMPUTER APPLICATIONS AND MANAGERIAL SKILL DEVELOPMENT**

### **Objectives**

The course is aimed at equipping the students with the necessary and techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

### **Course Contents**

Computers - An Introduction - Computers in Business; PC Software Packages - An Introduction Disk Operating System and Windows, Test Processing Software,

Introduction to spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Modes of Data Processing - Computer Software Systems: Software Development Process; File Design & Report Design; Data Files Types/Organizations; Master & Transaction File: Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Application Portfolio Development. Introduction to a Micro Data Base Manager; Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation & Label Generation; Programming Concepts: Use of Files in Programming. Presentation Graphics - Creating a Presentation on a Pc. Data Communications: Networking - LAN & WANS. Management of Data Processing Systems in Business Organizations, Importance and nature of business communication; Effective Communication skill; process of communication; Barriers and gateways in communication: Dos and Don'ts of Business writing; Commercial letters; Writing Business reports; Oral Communication-presentations of reports, public speaking, and negotiations: Legal aspects of Business communication, Group discussions, and Mock interviews. Mannerism.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

### *Suggested Readings*

Burch, John and Grudnitski Gary. Information Systems, Theory and Practice, 5th Ed..., New York, John Wiley. 1989.

David. Van Over. Foundations of Business Systems, Fort Worth, Dryden, 1992.

Elias on. A L. On-line Business Computer Applications. 2nd Ed..., Chicago, Science Research Associates, 1987

John. Moss Jones. Automating Managers: the implications of Information Technology for Managers, London, Pinter, 1990.

Long, L. Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

Bowman, Joel P and Branchaw, Bernadine P."Business Communication: From Process to Product"; 1987, Dryden Press, Chicago.

## **FS - 105: MARKETING MANAGEMENT**

### **Objectives**

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

### **Course Contents**

Nature and scope of marketing. Corporate orientations towards the marketplace. The Marketing environment and Environment scanning, marketing information system and Marketing research. Understanding consumer and Industrial markets.

Market segmentation, Targeting and positioning; Product decisions - product mix. Product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decisions promotion mix, advertising. Sales promotion, publicity and personal selling; Channel management - selection. Cooperation and conflict management, vertical marketing Implementation and systems.

Services Marketing: The emergence of service, the service consumer behavior, Service positioning and targeting, Service quality promoting the service Relationship Marketing, Services marketing in India.

### *Suggested Readings*

Enis, B M Marketing Classics: A Selection of Influential Articles, New York. McGraw Hill, 1991.

Kolter. Philip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997.

Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 2009

Ramaswamy. V S and Namakumari. S. Marketing Management: Planning, Control. New Delhi. Macmillan, 2000.

Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 2000.

Neelamegham, S. Marketing in India Cases and Readings, New Delhi, Vikas,

Lovelock Christopher H Services Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

### **FS - 106: ACCOUNTING FOR MANAGERS**

#### **Objectives**

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

#### **Course Contents**

Financial Accounting - Concept, Importance and Scope. Generally Accepted Accounting Principles, Inventory Valuation and Depreciation. Financial Statement with special reference to analysis of a balance sheet and measurement of business income; Management Accounting - Concept. Need. Importance and Scope.

Financial Statement Analysis, Ratio analysis, Funds Flow Analysis. Cash Flows analysis. Cost Accounting - Cost, Cost Classifications, Cost Sheet, Cost Accounting. Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts: Overhead Cost and Control:

Costing for Decision-Making, Marginal Costing and Breakeven analysis, Absorption Costing, Budget and Budgetary Control, Performance Budgeting. Zero-Base Budgeting; Standard Costing and Variance Analysis - Material Labor and Overheads. Elementary Knowledge of Job and Process Costing.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

#### *Suggested Readings*

Anthony, R.N. and Reece, J.S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.

Bhattacharya, S.K. and Dearden, J. Accounting for Management, Text and Cases, New Delhi. 1996.

Heitger, L. F. and Matulich, Serge. Financial Accounting, New York, Mc-Graw Hill, 1990.

Hingorani N. L. and Raman than, A.R. Management Accounting. 5th Ed ... New Delhi, Sultan Chan. 1992.

Hornrgren, Charles etc. Principles of Financial and Management Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

Needles, Belverd, etc. Financial and Managerial Accounting, Boston, Houghton Mifflin Company, 1994.

Yij, Madhu. Financial and Management Accounting, New Delhi, Anmol Publications, 1997.

### **FS - 107: HUMAN RESOURCE MANAGEMENT**

#### **Objectives**

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

#### **Course Contents**

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment. Corporate Objectives and Human Resource Planning; Career and Succession, Planning; Job Analysis and Role Description: Methods of Manpower Search; Attracting and Selecting Human Resources. Induction and Socialization: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination. Employee Welfare: Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management: Employee Empowerment.

#### *Suggested Readings*

Aswathappa, K. Human Resource and Personnel Management Tara McGraw Hill, New Delhi, 1997

De Cenzo, D A & Robbins, S.P. Human Resource Management, 5th Ed..., New York. John Wiley. 1994.

Guy, V. & Mattock J., The New international Manager. London, Sage. 1993. Holloway J.ed., Performance Measurement and Evaluation. New Delhi, Sage Publications. 1995.

Stone, Lloyed and Leslie W Rue. Human Resource and Personnel Management Richard D. Irwin, Illinois.

Monappa A & Saiyadain M personnel Maangment, 2nd New Delhi Tata McGraw Hill 1996

The list of cases and specific references including recent articles will announced in the class at the time of launching of the course.

### **FS-108 : SEMINAR**



**COURSE OF STUDIES  
SEMESTER II**

Course Code-No.	Title of the Subject	Lectures per week	Maximum Marks
FS - 201	Corporate Evolution and Strategic Management	6	50
FS - 202	Business Legislation	6	50
FS - 203	Financial Management	6	50
FS - 204	Research Methodology	6	50
FS - 205	Management Information System	6	50
FS - 206	Financial Services	6	50
FS - 207	Marketing of Financial Services	6	50
FS - 208	Seminar	6	50

**FS - 201: CORPORATE EVOLUTION AND STRATEGIC  
MANAGEMENT**

**Objectives**

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

**Course Contents**

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

*Suggested Readings*

Chakravorty. S K. Managerial Transformation Through Values. New Delhi. Sage. 1993.

David Fred Strategic Management, 7th ed. Englewood Cliffs. New Jersey. Prentice Hall Inc... 1997.

Ducker. Peter F. The Changing World of the Executive. New' York. Tillie Books 1982.

Hamel. G and Prahlad, C K. Competing for the Future. Boston. Harvard Business School Press. 1994.

Jemison, D B and Haspeslagh, P C Managing Acquisitions: Creating; Value

through Corporate Renewal, New York. Free Press, 1991.

Lorange, P and Ross, J. Strategic Alliances: Formation. Implementation and Evaluation. Massochusells. Blackwell Business, 1992.

Ohmae, Kenichi. The Mind of the Strategist: The Art of Japanese Management. New York, McGraw-Hill, 1982.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

**FS - 202: BUSINESS LEGISLATION**

**Objectives**

The course is designed to assist the students in understanding basic laws affecting the operations of financial institutions.

**Course Contents**

The Indian Contract Act. 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi Contracts.

Banking Act. SEBI Act 1992. Securitization Act, RDA, Income Tax Act. Wealth Tax Act The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument Arbitration:

The Companies Act. 1956: Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares and Share Capital. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.: Other Economic Legislation. E-Business and Cyber Laws.

*Suggested Readings*

Avtar Singh, Company Law ; Eastern Lucknow, latest edition.

Khergamwala J S. The Negotiable Instrument Acts Bombay. N.M Tripathi latest edition..

Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa;. latest edition.

Shah. SM. Lectures on Company Law. Bombay, N.M Tripathi; latest edition.

Tuteja. SK.:. Business Law For Managers. New Delhi. Sultan Chand;. latest edition..

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**FS - 203: FINANCIAL MANAGEMENT****Objectives**

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

**Course Contents**

Aims and Objectives of Financial Management; Time Value of Money; Instruments of Long term Finance Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital.

Operating and Financial Leverage Valuation and Capital Structure Decisions. Capital structure Theories. Optimum Capital Structure. Economic Value Added.

Methods of Capital Budgeting. Analysis of Risk in Capital Budgeting, Internal Financing and Dividend Policy. Financial Modeling. Use of Excel for Financial Decision Making.

Working Capital Concept Nature and scope. Determinants of Working Capital instruments of Short-term Financing- Management of Working Capital Cash. Receivable and inventory Management.

*Suggested Readings*

Archer, Stephen H etc. Financial Management. New York, John Wiley, 1990.

Bhalla, V K" Financial Management and Policy. 2nd Ed... New Delhi, Anmol, 1998.

Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance. 5th Ed... New Delhi. McGraw Hill, 1996.

Hampton, John. Financial Decision Making. Englewood Cliffs. New Jersey, Prentice Hall Inc... 1997.

Van Horne, James Financial Management and Policy. 10th Ed... New Delhi. Prentice Hall of India, 1997.

Winger, Bernard and Mohan Nacy, Principles of Financial Management. New York. Macmillan Publishing Company, 1991

The list of cases and specific references including recent .articles will be announced in the class at the time of launching of the course.

**FS 204: RESEARCH METHODOLOGY****Objectives**

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

**Course Contents**

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information - Bayesian Decision Theory:

Organization Structure of Research.

Research Process; Research Designs Exploratory, Descriptive and Experimental Research Designs: Methods of Data Collection - Observational and Survey Methods

Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique: Field work and Tabulation of Data.

Analysis of Data - Advanced Techniques for Data Analysis ANOVA, Discriminates Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods: Research Applications. Use of SPSS and other Statistical Software Packages.

*Suggested Readings*

Andrews, F M and S. B. Withey Social indicators of Well Being. Plenum Press. NY, 1976.

Bonnet, Roger: Management Research. I LO. I 983

Fowler, Floyd Juju. .. Survey Methods. 2nd Ed... Sage Pub... 1993

Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys. Sage Pub., 1986

Gupta, S.P. Statistical Methods, 30th Ed. Sultan Chand, New Delhi, 2001

Golden,-Biddle, Korea and KarenD.Locke: Composing Qualitative Research,Sage Pub... 1997

Salkind. Neilj. Exploring Research. 3rd ed., Prentice-Hail, NJ, 1997

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**FS 205: MANAGEMENT INFORMATION SYSTEM****Objective**

The objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business Organization.

**Course Contents:**

Management Information System: Definitions - Basic Concepts Frameworks Major Trends in Technology. Applications of Information Technology. System & Design: Systems Development initiative Different Methodologies - Life Cycle & Prototype approach detailed study on Life

Cycle Design & implementation Case Study. Managerial Decision Making: Decision making process problem solving techniques how decisions are being supported - decisions styles group decision making features of various CBIS. Decision Support System An Overview: Relevance scope of DSS characteristic and capabilities of OSS components of OSS classification of DSS. Database Management System: Sources of data -data file environment database environment - data models -. Relevance of relational data base design in DSS. Model Base Management system: Types of models function. Time. Certainty. Uncertainty, risk. Structure OR models. Dichotomous model of mind - Simon's model in information system design simulation technique. Dialog generation management system: User interface - graphics menus - Forms OSS tools - DSS generators - specific DSS. Constructing a DSS: Steps in designing an OSS identification of decision. Building- of DSMS. Building of MSMS - building of DGMS, implementation. Performance testing.

*Suggested Readings*

Keen, Peter G...W: Decision Support System on Organizational Perspective Addison-Wesley Pub.

Theierauff, Robert J. Decision Support System for-effective planning - Prentice Hall- 1982.

Kroger, Donald W... and Hugh.J. Watson Computer Based Information System New York, 1984

Davis. Michael W. A management approach - Macmillan Publishing Company, Prentice Hall, New, Jersey. 1988.

Andrew P. Decision Support System Engineering, Sage. John Wiley & Sons. New York. 1991.

Leod Raymond Me JR Management information systems - Macmillan Publishing company, New York- 5th Edition - 1993.

**FS - 206: FINANCIAL SERVICES**

**Course Contents**

Introduction to financial services, Nature and Scope of Financial Services, Non-Banking Financial Companies.

Asset/Fund-Based Financial services: Leasing. Introduction to Equipment Leasing.

Financial evaluation of Leasing. Accounting/Reporting Framework and taxation of Leasing.

Hire Purchase and Consumer Finance

Factoring and Forfeiting, Bill Discounting. Housing Finance.

Venture Capital Financing

Advisory Services. Mergers/Amalgamations and Acquisition /Takeovers Stock broking

Credit Rating, Credit Cards, Microfinance. Stock Braking. E-Broking Regulatory framework for Financial Services, Recent Developments.

*Suggested Readings*

Bhalla V.K.Management of Financial Services. Anmol New Delhi. 2001

Khan M. Y. Financial Services. TMH New Delhi 3rd edition 2004.

Bhole L.M. Financial Institutions and Markets TMH -4/e 2004.

Gorden, E and Natrajan Emerging Scenario of Financial Services.

Clifford Gomez. "Financial Markets, Institutions and Financial Services" Prentice Hall of India.

Pathak V Bharti." The Indian Financial Susie". Pearson Education, Second Edition.

**FS - 207: MARKETING OF FINANCIAL SERVICES**

**Course Contents:**

Introduction to Service Marketing Consumers Behavior in Service Encounter Environmental Issues Positioning Services in Competitive Market. Financial Services; Product Development, Designing Communication. Mix for Financial Services. The Marketing Mix for Financial Services Designing and Managing Financial Services. Problems and Challenges in Marketing or Bank Services. Marketing or Insurance Services. Marketing of Allied Services: Mutual Funds. Credit Cards. Housing Finance. Personal Loans, Factoring Services, Quality issues in Financial Services. Pricing of Financial Services.

Cases or at least four Banks and other Institutions on Marketing Strategy will be discussed in the class.

*Suggested Readings:*

Lovelock Christopher. "Services Marketing 4th Edition". Pearson Education, New Delhi.

Bhalla V.K. "Management of Financial Services": Anmol Publication - 4th edition, New Delhi.

Dharmaraj E "Financial Services ". S. Chand New Delhi.

Natrajan Gorden "Financial Markets & Services", 3rd Ed Himalaya Publishing House, New Delhi.

Ravi Shanker. "Services Marketing" Excel Books. New Delhi. 1st Edition.

**FS - 208 : SEMINAR**

**COURSE OF STUDIES  
SEMESTER III**

Course Code- No.	Title of the Subject	Lectures per week	Maximum Marks
FS - 301	Risk Management	6	50
FS - 302	Financial Institutions and Markets	6	50
FS - 303	Merchant Banking Services	6	50
FS - 304	Commercial Bank Management	6	50
FS - 305	Insurance Management	6	50
FS - 306	Foreign Exchange Management	6	50
FS - 307	Mergers, Acquisitions and Corporate Restructuring	6	50
FS - 308	Seminar	6	50
FS - 309	Summer Project		100

**FS - 301: RISK MANAGEMENT**

**Course Contents**

Introduction to Risk Management; The meaning of Risk, Services of Risk Types of Risk, The cost of Risk.

Derivatives Classification & Features, Participants in

Derivative Markets, Forward and Futures, Index Futures, Currency Futures.

Commodity Futures.

Options Concept, Types Trading Strategies, Option Pricing Models Exotic

Options, Sensitivity of Financial Option Premium Swaps Concept .Interest Rate Swaps Options on Swaps

Currency Swaps, Commodity Swaps Pricing of Swaps.

Weather Derivatives, Values at Risk. Concept of Insurance.

Recent Development in Risk Management

*Suggested Readings:*

Jayanth Rama Verma, Derivatives and Risk Management Tata McGraw Hill Company.

Fundamentals of Options ; Sunil Parameswaran, Tata McGraw Hill Company. ; 2007

Sunil Parameswaran, Futures and Forwards; Tata McGraw Hill Company. 2007

Dun & Bradstreet; Financial Risk Management; Tata McGraw Hill Company. 2006

T Soma Nathan; Derivatives; Tata McGraw Hill Company.1998

**FS - 302: FINANCIAL INSTITUTIONS AND MARKETS**

**Course Contents**

Financial Markets: Financial Market- an Overview, Money Market Call Money Market: Commercial Paper Market, Commercial Bill, Certificate 01 Deposit Market Treasury bill Market. Government Securities Market Capital Markets- an Over view Capital Markets Instrumensts.Capital Markets Reforms New Issues Markets- Conceptual Framework New Issues Market- an Evaluation, Debt Market. Foreign Exchange Market. Global Financial Market Derivatives Market.

Financial! Service Institutions; Clearing Corporation of Indio Limited(CCIL) Credit Rating Institutions, Discount & Finance House of India Limited Over - The Counter Exchange of India Limited (OTCEI).Depositories Securities Trading Corporation of India Limited( STCII)Financial Institutions- An Overview

Stock Exchange; Stock Exchange Organizations

Regulation & Control. Indian Stock Exchanges- A Profile, Listing of Securities. Delisting Insider Trading. Speculation, Investor Protection. SEBI- Functions & Working.

Non Banking Financial Intermediaries and Statutory Financial Organizations, Post Office, Provident Fund Organization, NBFC's RNBC's RBI

Recent Developments.

*Suggested Readings*

Sunil Parames, Financial Institutions Instruments and Markets; waran; edition Oct -06

Bhole, Financial Institutions and Markets;

Frederic Mish kin, Stanley Eakins; 2008 , Institutions; International Edition; 6th Edition;

Peter Howells, Keith Bain; Financial Markets and Institutions; 5th Edition Feb 2007

Frank, Franco Modigliani, Frank Jones; Institutions; International Edition; 4th Edition; 2009

**FS - 303: MERCHANT BANKING SERVICES**

**Course Contents**

Merchant Banking: Nature and Scope Types of Merchant Bankers, Regulation of Merchant Banking Activity, Project Preparation and Appraisal, Types of Securities, Money Market Instruments, Design

of capital Structure, Savings and Primary Markets, SEBI Guidelines for Public Issues, Pre-issue Management; Types of Issues and Analysis of Prospectus, Public Issue Through Prospectus, Private Placement Bought Out Deals, Book Building Method Pricing of Securities, Management of Public Issues; Coordination, Marketing and Underwriting Allotment/ Refunds Listing Requirement, Loan Syndication; Domestic and External, Buy-Back of Shares . Mergers, Acquisitions Amalgamations and Takeovers Advisory Services; Non- Residents, Indian Investors. Oversea Corporate Body, Foreign Institutional Investors Recent Developments.

*Suggested Readings*

Gurusamy; Merchant Banking and Financial Services; Publisher: Tata McGraw Hill; Edition Number: 2

Dr K Ravichandran, Merchant Banking and Financial Services;

K C Gupta and Joginder Singh, Merchant Banking in India; RBSA Pub, 2007, xxii, 320 p

Stanley Chapman, The Rise of Merchant Banking;

The list of cases and specified references including recent articles will be announced in the class at the time of launching of the course.

**FS - 304: COMMERCIAL BANK MANAGEMENT**

**Course Contents**

An Introduction to the Banking Business, Present structure of Commercial Banking System in India, Management and Organizational Set-up of the Commercial Banks in India,

Asset Liability Management Techniques and Hedging Interest Rate and Credit Risk; Determining and Measuring Interest Rates and Controlling a Bank's Interest-Sensitive Gap, The concept of Duration and Managing a Bank's duration Gap. Credit Derivatives.

Managing the Bank's Investment Portfolio and Liquidity Position; The Investment function in Banking, Liquidity and Reserve Management Strategies,

Managing Bank Sources of Funds; Management of Capital Funds, Management of Deposit, Management of primary and Secondary Reserves.

Management of Loans; Working capital Financing, Consumer and Housing loans, Equipment Financing, Priority Sector Lending, Export Financing

Non Fund Based Services; Letter of Guarantee, Depository Services,

Portfolio Management, Bank Assurance; Mutual Fund Marketing, other Allied Services,

E-Banking; Network Banking, MIS in Banking

Recent Developments in Indian Banking Industry.

*Suggested Readings:*

Thomson Learning, Commercial Bank Management ;Rose Peter

Thomson Learning, Bank Management Koch;

Robert W Kolb; The Commercial Bank Management; Thomson Learning

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**FS - 305: INSURANCE MANAGEMENT**

**Course Contents**

Insurance: Introduction to insurance, Mathematical Basis of Insurance, Nature of Insurance Business, Classification of Insurance , Principles of Contract of Insurance, Insurance Documents. IRDA

Life Insurance Classification or Life Insurance Policies, Assignment of Life Insurance, Policies, Practical Aspects of Life insurance,.

General Insurance; Non Life Insurance fire Insurance, Automobile Insurance, Marine Insurance, Property Insurance, Health Insurance, Agriculture Insurance Cattle Insurance, Social Insurance, Travel Insurance Miscellaneous Insurance.

Functions and Organizations of Insurers, Product Design and Development, Underwriting claims Management, Insurance Pricing, Insurance Intermediaries, Reinsurance, Information Technology in Insurance Emerging Issues in Insurance Sector.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course,

Gupta P K Insurance and Risk Management Himalaya Publishing House Ed 2004

P. Purism Principles and Practices of Insurance Himalaya Publishing House ed. 2003 Juliya Holyoake /Bill Weipers Insurance AITBS Publishers 4th Ed.

*Suggested Readings*

Neelam C Gulati, Principles of Insurance Management a Special Focus on Developments in Indian Insurance Sector Pre and Post Liberalisation; Exclusive Icwai Study Centre Faridabad.



Black, Kenneth and Horord, R Shipper; Life and Health Insurance; Pearson Publication New Delhi

### **FS - 306: FOREIGN LEXCHANGE MANAGEMENT**

#### **Objectives**

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

#### **Course Contents**

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

#### *Suggested Readings*

Caliber, R.Z. Exchange Risk and Corporate International Finance, London Macmillan, 1978.

Ballad V.K. International Financial Management 2nd ed. Delhi, Anmol, 2001.

Luca Cornelius Trading in the Global Currency markets, NJ, Prentice Hall, 1995.

Shapiro A.C. International Financial management, Boston, Allyn and Bacon 1979.

Sutton, W.H. Trading in currency Options, NY, New York Institute of Finance, 1987.

The list of cases and specific references including recent articles and reports will be announced

### **FS - 307: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**

#### **Course Contents:**

introduction; Forms of Corporate Restructuring, Merger Types and

characteristics, Mergers and Divestitures, Sell Off and Divestitures, Spin Offs, Equity Carve Outs, Going private and Leveraged Buy-Outs,

Theories of Mergers, Timing of Merger Activity .Deal Structuring, Regulatory Framework, Corporate Control; Shares Repurchase and Exchanges, Takeovers, Takeovers Defenses.

Regulatory Framework of Acquisitions, Model of Takeover Process Principles of Valuations in Mergers and Takeovers, Tax aspects of Mergers,

#### *Suggested Readings*

Fred Weston, Kwang S Chung, Susan E Hoag Mergers, Restructuring and Corporate Control, Pearson Education,

Sudi Sudarsanam Value Creation from Mergers and Acquisitions, Pearson Education, 1/e, 2003 Merger Acquisitions & Corporate Restructuring.

Chandershekar Krishna & Visheanath Sage Publications Valuation for mergers Buyouts & Restructuring Arzak India

Weston Mitchel and Mulherin: Takeovers, Restructuring and Corporate Governace, Pearson Education, 4/e 2003

### **FS-308 : SEMINAR**

### **FS-309 : SUMMER PROJECT**



**COURSE OF STUDIES  
SEMESTER IV**

Course No.	Title of the Subject	Lecturer per week	Maximum Marks
FS - 401	Portfolio Management	6	50
FS - 402	International Financial Management	6	50
FS - 403	Major Research Project (In Financial Service Organization)		200

**FS - 401: PORTFOLIO MANAGEMENT**

**Objectives**

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

**Course Contents**

Introduction to Portfolio Management- An Optimum Portfolio Selection Problem. Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection, The Investment in Liquid Assets. Portfolios of Two Risky Securities.

A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier -The relationship between the Unrevealed and Leveraged Portfolio, Sharpe: Single index, Model; Application' of Market Model in Portfolio Construction.

Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios -Constructing the Optimum Portfolio, Portfolio investment Process.

Iv Bond Portfolio management Strategies investment timing and portfolio performance Evaluation, Corporate portfolio Management in India, International Diversification.

*Suggested Readings*

Alexander, Gordon J. and Sharpe, William F. Fundamentals of Investments Englewood Cliffs New Jersey, Prentice Hail Inc. 1989.

Bhalla V.K. Investment Management Security Analysis and portfolio Management 8th ed. Delhi S. Chand, 2001.

Portfolio Analysis and Management, Delhi S. Chand, 2002

Elton Edwin j and Gruber, Martin J. Modem Portfolio Theory and Investment Analysis. New York John Wiley, 1984.

Lce. Cheng F etc. Security Analysis and Portfolio Management, Soctt. Foreman, 1990.

Markowitz, Harry M. Mean, Variance Analysis in Portfolio Choice and Capital Markets, London Basic Blackwell, 1987

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**FS - 402: INTERNATIONAL FINANCIAL MANAGEMENT**

**Objectives**

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

**Course Contents**

Multinational Financial Management- An overview, Evolution of the International Monetary and Financial System; Balance of Payments, Managing short-term assets and liabilities.

The foreign investment Decision; Country Risk Analysis political Risk Management, Multinational Capital Budgeting Application and Interpretation.

International Banking and Money Market, International Bond Markets International Equity Market, International portfolio management, Foreign Direct Investment.

Risk in International Operations Financing of International Projects and Subsidiaries.

The list of case and specific reference including recent articles and reports will be announced in the class at his time of launching of the course.

*Suggested Readings*

Abdullah. F.A. Financial Management for the Multinational Firm, Englewood Chffs, New Jersey Prentice Hall Inc. 1987.

Bhalla, V.K. International Management, 2nd Ed. New Delhi Anmol, 2001.

Buckley, Adrin Multinational Finance, New York, Prentice Hall Inc. 1996.

Kim.Suk and Kim, Secung Global Corporate Finance Text and cases 2nd Ed, Miami Flonda Kolla 1993.

Shapiro, Alan C.: Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.

Cheal S.Eum Bruce G. Resnick International Financial Management TMH.

**FS-403 : MAJOR RESEARCH PROJECT  
(In Financial Services Organization)**